

Lake of the Woods District Hospital

ANNUAL REPORT

2009 – 2010



Board Chair Message, Ms. D. Baldwin, Board Chair

I am happy to share several messages on behalf of the Board of Directors of the Lake of the Woods District Hospital. My focus in these messages deals with Governance. The current Board prides itself in being effective leaders in Governance. We have taken advantage of recent best practises to ensure our hospital's governance is first rate. As part of that process, we have changed our governance structure to reflect best practises in the industry. This change takes place after considerable research and community consultation. And to quote one of our seasoned Board Members, we believe a "key consideration during the process of 'this structural change' has been to maintain Board transparency, openness, and inclusiveness to the greatest degree possible within reason and considering Board efficiency and effectiveness".

The changes include: corporate membership and voting rights, a reduction in the number of Board members from 20 to 13, changes to a number of Board committees, strengthened governance policies, revised by-laws, and enhanced accountability. The hospital Board membership has now moved from a city/municipal election and appointed process to being a skills based Board that allows for three of the nine seats to be up for election yearly. This ensures stability and a new infusion of Board Members. This new governance structure continues to provide a great opportunity for community membership while focusing Board Member recruitment on key governance "skill sets".

A second key message from the Board is what we call "Building a Future". This points to the goal of providing for Health Care Delivery for the future in the Kenora catchment area. This desire is carried over from last year's message to deliver optimal Patient Care and outcomes. We have been in dialogue with consultants, community health care partner agencies, the LHIN, hospital management, staff and professional staff. Community engagement continues with stakeholders, community groups, agencies and the general public. The Board continues to seek owner input as well as building support amongst natural allies. We are overseeing plans for how and where current hospital services should be delivered to the residents of the region. We continue to plan how best to provide regional and local health services and what facilities are needed now and twenty years from now to deliver them as effectively as possible. We anticipate an excellent future in Health Care Delivery for all people in the Lake of the Woods District Hospital catchment area.

A very big message from the Board is to thank the many people providing help and support towards excellent patient care. This includes all hospital staff, volunteers, the Hospital Auxiliary, the Hospital Foundation, and the Retired Railroaders. Thank you, thank you for your dedication in providing the many services available at Lake of the Woods District Hospital.

President and CEO's Message – Mark Balcaen, FACHE

We have made a number of changes at Lake of the Woods District Hospital during the past year and starting with the new format for the annual report format I am sure that you will find our changes an improvement.

In an effort to continue to improve our environmental accountability we have decided to reduce our use of paper and printing where possible – including our annual report. The report is available on our hospital web-site www.lwdh.on.ca for people to read. The new format of the annual report focuses on changes, innovation, and new developments during the past year with an emphasis on how it helps support our hospital Mission, Vision, Values and Ends.

Patient Care and operationally we have had a very good year achieving or exceeding most of our two-year strategic plan goals within 15 months. We have been working to actively enhance and improve on patient safety, a healthy work environment, decision support, communication, partnerships / integration, human resources, hospital redevelopment, best practices and e-health. You will read in this report some of our successes in these areas. We have managed all these accomplishments while continuing to be fiscally responsible. For the fourth year in a row we have balanced our budget or managed a small surplus while over

40 percent of Ontario hospitals have had deficits. It has been a challenging balancing act to maintain and improve services while receiving funding increases less than inflation. It is a testament to our managers, staff and physicians who have pulled together to achieve these positive accomplishments in a very challenging fiscal environment.

The stories contained in this annual report are a small sample of what we have been up to during the past year. Our senior management and management teams have achieved those significant accomplishments with cooperation, innovation, and excellent interpersonal skills always considering the needs of the patient and their family. Our staff and physicians at LWDH are to be congratulated and thanked for their commitment to maintaining high quality patient care while living within our financial means. I would also like to express our deep appreciation to the Lake of the Woods District Hospital Foundation and Auxiliary for their fundraising accomplishments and commitment to improving the patient and family experience at our hospital. Finally I would like to congratulate the Board for taking governance accountability, community engagement, and patient care to a very high level in our community. Your commitment to continuous improvement is an inspiration.

Lake of the Woods District Hospital Foundation Message – Ms. T. Wilkins-Page, Board Chair

Lake of the Woods District Hospital Foundation is dedicated to fundraising in partnership with our community to help meet the medical equipment and facility needs of the Lake of the Woods District Hospital.

The Hospital Foundation transferred close to \$750,000 dollars to the Hospital this year for equipment purchase and infrastructure work, making it the largest annual transfer since the inception of the Foundation, with the exception of our CT Scanner Campaign.

The generosity of citizens, businesses and summer residents in the Hospital's service area never cease to amaze the Foundation Board. Whether attending and supporting one of our numerous events, making a corporate donation or making a personal donation online or through the mail, they all added up to a great year. Every donation large or small helped your Hospital help you! A couple of the much needed purchases this past year were the PCR Analyzer, which will continue to save the hospital money and staff hours as it efficiently checks for any viruses avoiding lengthy admitting delays or the need for isolation of the incoming patient, and the Telemedicine System, which allows doctor/patient consultation over distance eliminating the need for patient travel.

The Foundation had some exciting changes in office staff as well, hiring Jessica Rheault as the Managing Director November 9th, 2009. Jess graduated from Red River College in 2001, receiving her Business Administration-Marketing Major Diploma with Honors. Although Jess had no previous fundraising experience her many years in the service industry along with her credentials, have been invaluable in working with our donors and the Board. Jess has learned quickly and has brought many new ideas and initiatives forward. Jess is passionate about the work of the Hospital Foundation and it shows in her enthusiasm and dedication to her job. Add in her bubbly personality and Jess has been a perfect fit for the position of Managing Director of the Hospital Foundation.

Four weeks after taking on the position of Managing Director, Jess went through the hiring process to fill the vacancy for the Executive Assistant position. Jess selected Lindsay Wenaas from the over 45 applicants and she has been a great addition to the Hospital Foundation Team. Lindsay graduated from University in May of 2009 and returned to Kenora in October. Lindsay had spent several hours volunteering for the Hospital Foundation in November prior to the job posting so it was an easy transition to taking on the full time position. Lindsay's creativity and computer skills have already saved considerable money for the Foundation in designing and printing many of our invitations! Jess and Lindsay are a great team and the Board of Directors feel very fortunate to have them working for the Foundation.

The Hospital Foundation has many initiatives underway for the new fiscal year and looks forward to another successful fundraising year where we strive to meet the ongoing and growing needs of our Hospital. Without the great support of such a committed community we would not be able to work on the list of important equipment that is needed to ensure quality healthcare at the Lake of the Woods District Hospital.

I have had the privilege of working with a tremendous board of directors over the past year. Not only are the directors very active in all the fundraising efforts of the Hospital Foundation, but they are committed to continually improving the general operations of the Foundation Board in every way possible. I would like to thank Donna Wallace, Vice Chair, Stephen Lundin and Gordon Horne, co-Treasurer's, Claudette Edie, finance committee, Bill Scribilo, Public Relations Committee Chair, Gary Forsyth, PR committee, Nicole Brown, Cathy Linton, our newest director Mitchell Boulette, Community Service Officer, Treaty Three Police, and finally Brent Preston who retired from the Board upon his relocation to Thunder Bay. Your support throughout the year has made my job easy and so rewarding.

Lake of the Woods District Hospital Foundation, "helping your Hospital help you"!

Lake of the Woods District Hospital Auxiliary Annual Report – Ms. B. Lundy, President

Our Auxiliary held its 42nd AGM on May 10th 2010. Our prime purpose is to fund raise in order to help purchase equipment for the hospital. This year, thanks to 10,045 volunteer hours, we were able to contribute \$123,600.00 towards this end. The major fund raiser continues to be H.E.L.P.P. followed by the Gift Shop, Tag Day and bake sales. Our Gift Shop utilizes 70 volunteers and 4 new ones are in training.

We are also committed to one \$500.00 bursary each year for a student entering the field of medicine and we were pleased to have our student, Alexis Kehl, attend our luncheon to speak about her studies and her interest in nutrition.

This year, for the first time, our auxiliary applied for the Student Provincial Bursary of \$1000.00. It was very exciting to learn that our applicant Melanie Kowal was the top choice. She too attended our luncheon and shared her future goals of becoming a doctor and returning to Kenora.

A highlight of this past year was the awarding of two well deserved Provincial Life Memberships to Irma Green and Marnie Lundin. Neither of them was able to attend the presentation in Toronto last November so they were duly presented by Betty Anderson, our regional

president, at our January general meeting. Another celebration occurred in February at Pinecrest when Angela Peterson became 100 years old. Several auxiliaries attended and she was given a rose bowl.

Something which we need to consider and focus on in the future is the development of “episodic” volunteering as brought out by our local volunteer coordinator Debbie MacDonald and at sessions at the HAAO Convention in Toronto last November.

Another very important issue has been brought forth by our Provincial Office and stressed again at the HAAO Convention. Adequate insurance coverage for volunteers is a big concern. We are presently pursuing this matter. It is critical that volunteers are not left in a vulnerable position.

The AGM marked the end of my two year term as president. It has been a special honour and a privilege to work with all who have given so generously of their time and talent. My thank you is extended to all who have responded and helped in any way, and my congratulations to the incoming executive. Our Auxiliary is in competent hands and the community is richer because of them.

LWDH Foundation Erects Sign

In the fall of 2009 the Lake of the Woods District Hospital Foundation erected a large billboard sign on the hill in-front of the visitor parking lot. The sign will help the Foundation promote the hospital's equipment needs and highlight information regarding fundraising projects and other relevant topics. Long-term plans for the Hospital involve an electronic sign on the site when funding becomes available.

Since the Ministry of Health and Long Term Care and the LHIN do not provide annual funding for capital equipment needs, the Hospital sincerely appreciates the efforts of the Foundation in raising funds to provide the equipment that helps us to provide quality patient care.



Accreditation - 2009

Accreditation Canada gave us cause for celebration after our October survey. We were congratulated for work well done and the surveyors identified areas where we have challenges. The accreditation decision and recommendations requested a report on 3 areas which have since been addressed and a full three year accreditation has been awarded. Out of 1597 standards we met or exceeded 1519 (or over 95 %+) of them! There were only 78 standards that we need to continue to improve and work on.

Successes & strengths identified include:

- "The people who work at LWDH are its strongest asset" - what a compliment to all staff!
- Excellent infection control practices and outcomes
- Wellness Committee & Respectful Workplace program
- Other successes include the Board's commitment to quality and patient safety through Community Engagement initiatives
- Rigorous financial management practices were highlighted as a strength
- The ability to develop a balanced budget in challenging times was also noted

New Surgical Service Introduced

2009/2010 saw the introduction of a new service through our department of surgery. Patients who had to be referred outside of our community for treatment of breast lumps and possible breast cancer are now being taken care of locally. This has involved co-ordination with advanced diagnostics from the Diagnostic Imaging department, Lab support and a program championed by our new surgeon, Dr. Hristov. This was facilitated by a recently

acquired ultrasound machine which is suitable for breast mammography. This machine was purchased with funds from our Foundation. It is anticipated that 6-8 patients a month which had to be referred to hospitals outside our community will now benefit. The support of the Foundation and the goodwill and co-operation of several departments has championed this development.

Visit by the President of the Canadian Medical Association

On October 9 our hospital and community was visited by Dr. Anne Doig, President of the CMA. Dr. Doig serves as the elected president of the CMA for one year and represents the medical profession nationally. During her visit Dr. Doig was interviewed by the Miner and News, toured

the hospital and Patterson Clinic, visited Shoal Lake #39 First Nation, and met with local medial staff. It was an honor to have Dr. Doig visit our community and hospital as one of her first “official” visits as CMA President.



Pyramis Centralized Diagnostic Cardiology Data System

Lake of the Woods District Hospital was pleased to receive LHIN approval for one time funding in the amount of \$155,950 to purchase a new Diagnostic Cardiology Data System. The Pyramis Centralized Diagnostic Cardiology System is an electronic health-care record system specifically designed for the collection of patient diagnostic cardiac information, automated workflow processing and interpretation of patient information. EKG, Stress and Holter tests, including orders, tests, reviews, reports and report distribution will be managed completely on-line through a web based interface. The tests and reports will be attached electronically to the patient’s permanent medical record.

With this new system, there is great potential to save collection and processing time and to eliminate possible errors. Technologists and physicians will maximize their time by collection, editing and interpreting patient data

in minutes where normally a seven-day turnaround of results currently is standard practice. Because it is web based, patient data can be interpreted by a remote cardiologist or qualified MD. Results are distributed over a secure network. Improvements to ancillary functions and workflow reporting will also result. The system will allow access to archived records if required for emergency department care, and has potential to improve access to timely hospital care by reducing the patient’s time spent in hospital (in ER or occupying an ICU bed) while waiting for clinical/treatment decisions from tertiary centers.

Lake of the Woods District Hospital, does on average 5,500 Electrocardiograms, 250 Stress Tests, and 290 Holter Monitor Procedures annually. With this exciting new technology, patients can receive better service, shorter wait times and potentially, improved outcomes.

Building Relationships with Local First Nations

A goal of the hospital Board and management has been to improve relations with local First Nations. Over the past year the hospital has been working closely with Wabaseemoong (White Dog) First Nation in an effort to build better relationships and improve communication and understanding. After a couple of meetings between some Board members and the Wabaseemoong Chief and Council, management and staff from the hospital were brought in to discuss and work on operational issues. It started with listening to concerns and issues from the First Nation Community and their health care providers. Patient specific concerns were addressed directly while respecting confidentiality and privacy. This was followed by an exchange of staff visits between Wabaseemoong and the hospital. During 2009 representatives from the hospital attended two "Health fairs" at Wabaseemoong. It was a wonderful opportunity for the hospital to listen to Wabaseemoong community members concerns and needs and for the hospital to share information on important initiatives like patient safety, wait times, and employment

opportunities. The hospital an opportunity to explain emergency department and surgery processes, mental health and addictions services, and psychiatric services. Wabaseemoong has reciprocated by sending two of their health providers to spend the day at LWDH in the emergency department, psychiatry, and some of the wards. We plan on having more LWDH staff visit Wabaseemoong over the next year and have invited more staff from Wabaseemoong to spend the day at the hospital.

In June a number of hospital staff attended a Health Fair at Shoal Lake #39 First nation. The Health fair was a success and provided an opportunity for our hospital to meet with Shoal Lake #39 residents and share our experiences. The Shoal Lake Health Fair, like the Wabaseemoong health Fair, allowed the hospital to listen to concerns and discuss programs and services with local residents. Many front-line LWDH staff have participated in these health fairs providing a great opportunity for improved communication and engagement.

Nester Falls Health Fair

A number of hospital staff attended a Health Fair in Nester Falls in July. Staff from the hospital Community Programs shared information on what services were available and how to access services. It was a great

opportunity for community and season residents to discuss their needs.

MRSA Testing

After several years of planning and recent implementation, the patients at the Lake of the Woods District Hospital are benefiting from molecular genetics testing for MRSA at our hospital. We are one of the few hospitals in Ontario that have this advanced technology to detect and treat this dangerous disease. We have currently the most advanced available technology in North America and share this with only a small handful of hospitals in Canada.

It is anticipated that this will become a standard of practice for the future. The others hospitals in northwestern Ontario have expressed considerable interest in our program and we are glad to share this information with them. This technology was purchased with funds from the Lake of the Woods District Hospital Foundation.





LWDH....Going Green

Improving health is what we're all about at Lake of the Woods District Hospital. Along with our desire for healthy patients and healthy staff we strive to do our part toward promoting a healthy environment. 10 Ways LWDH is helping

1. 39% reduction in annual total waste over the past 5 years
2. 44% increase in amount of total waste recycled annually over the past 5 years
3. Larger, user friendly recycling bins placed in cafeteria and other areas of the hospital
4. Energy saving equipment installed in Laundry, and Nutrition & Food Services
5. Energy efficient light ballasts
6. Hands free faucets and auto flush toilets installed in all public areas and in other areas as equipment needs to be replaced
7. Energy efficient building controls, computer controlled boilers & HVAC systems
8. Reduced use of Styrofoam with goal of eliminating it entirely over the next year
9. No poisonous herbicides used in pest control and lawn care – treatment for pest control is only done when deemed necessary and only organic pesticides are used
10. Switch to green cleaning products -- Paper towel, toilet tissue, garbage bags – made from recycled materials, new Micro-fibre cleaning system – uses less chemicals and less water than traditional cleaning methods

LWDH – doing our part, it's a start!

Emergent Neonatal Assessments by Telemedicine: An Inter-Provincial Partnership

When the retirement of our local pediatrician of many years was announced, the idea to utilize telemedicine for emergent neonatal assessments was born. Could telemedicine provide emergent videoconference access to neonatal consults? A local team met to problem solve... The team consisted of the Obstetrical Unit Medical Director Dr. Tim Wehner, the Telemedicine Coordinator Donna Burkart, local Midwifery staff, and the Unit Manager of the Obstetrical Unit, Tracy Stasiuk.

As our usual referral pattern is to Manitoba tertiary care centers, we began to investigate the possibility of linking via telemedicine to access the NICU Transfer Team located at the Winnipeg Health Sciences Centre.

Our inquiry to the Manitoba Telehealth program prompted them to take this idea and use it not only to meet our needs, but to implement it province-wide for the development of a provincial telemedicine neonatal consult program. At our site, permission was received from OTN to utilize the Telestroke dedicated portable Tandberg videoconferencing unit. Staff of the Obstetrical Unit and Nursing Supervisors were trained to access and utilize the videoconference system and complete the required assessments.

The Diagnostic Imaging staff play an important role in the consult process in that they access and provide any x-ray images to the specialist site through the videoconferencing system. The consult is initiated locally by the attending physician through a phone call to the NICU Transfer Team. They are able to speak directly to the Transfer Team Physician and then follow up with the videoconference link where the specialist physician can virtually “assess” the patient and decide whether emergent transfer is needed or the patient can be managed in the community hospital.

The program went live in April 2010. Data will be tracked as to number of consults, number of consults that result in a transfer by the NICU Team, number of consults that do not result in patient transfer. There is potential savings for the facility with the ability to complete emergent neonatal consults onsite using Telemedicine. A flowchart pathway of the process has been developed and staff educated to promote smooth flow of events and timely patient assessment.

Patient safety will be enhanced through this innovative use of Telemedicine. For northern hospitals, often facing a lack of onsite specialists, this allows emergent assessment of neonates and access to specialist consultation for attending physicians and midwives.

Workplace Wellness for All

The Workplace Wellness Committee was formed in May 2009. The membership includes front line staff from a variety of sectors across the organization. Their goal was to promote a thriving and vibrant workplace where employees take personal responsibility for their health and wellbeing. The committee members hoped to achieve this by seeking out opportunities to support good health among hospital staff and by identifying improvements in the work environment.

Under the leadership of the Workplace Wellness Committee, there has been an increase in educational opportunities for staff pertaining to health and wellness, through an increasing number of “Lunch and Learn” sessions. Initially, “Lunch and Learns” were focused on physical health and nutrition; however during the past year, the WWC has been committed to addressing other aspects of health and wellness, such as mental health, problem solving, relationship guidance and

spirituality. The diversity of lunch hour sessions has increased, as has the number and scope of the volunteers and professionals hosting the sessions. Overall the WWC hosted and organized 30 sessions. The WWC has also implemented monthly wellness challenges, which often compliment lunch and learn sessions and encourage staff to pursue wellness initiatives on their own time. These events are in addition to fitness events including boot camp, fit to function, yoga, and women’s self defense to name a few.

Workplace Wellness Committee was recognized for its valuable role when their submission to The Quality Worklife Quality Healthcare Collaborative Summit was accepted for presentation at the provincial conference in Ottawa. The poster board and proposal submitted focused on the “Passport to Healthy Living” and was well-received at the QWQHC with much positive feedback from other organizations across the province.



Todd Spenser, a social worker at the Psychosocial Rehabilitation Day Treatment Program, received his masters in Social Work this year. Congratulations Todd!

Presentation to the Provincial Standing Committee on Finance and Economic Affairs Pre-Budget Consultation

In January, on behalf of the six hospitals of the Kenora-Rainy River District, Mark Balcaen, LWDH President and CEO made a presentation to the Provincial Standing Committee on Finance and Economic Affairs during its pre-budget consultation sessions. This is the first

time any of the Kenora-Rainy River Hospitals have addressed this committee. The presentation provided an opportunity for the six hospitals to influence the preparations for the 2010-11 provincial budget.

Energy Audit

As part of our ongoing efforts to reduce costs and increase efficiencies, the Hospital sought to determine whether there are significant opportunities for energy savings within our facilities. Honeywell was selected as the successful bidder for a hospital energy efficiency audit and they made their initial site visit in May 2009. Honeywell's preliminary review of our energy consumption rates indicated that there are no "significant" energy efficiency projects that can have a payback period of less than 10 to 12 years. Given that we hope to be entering into a phase of major hospital capital redevelopment over the next several years, it was determined that it would

not be prudent to go ahead with projects that could not be paid out over a shorter period of time.

The good news is, for what we have to work with, we are quite energy efficient and only extensive projects with a lengthy payback period are worth pursuing. The bad news is that potential short to medium-term significant energy savings do not appear to be likely. We will continue to educate our staff on "common sense" methods to save energy, and to implement energy saving practices for any new installations or retrofits that are necessary.

Diabetes Education is Moving

The Diabetes Education Services (DES) at the Lake of the Woods District Hospital (LWDH) has always been committed to improving the health and quality of life for people with diabetes and pre-diabetes. Families of patients also benefit from the expertise of the DES program. The program is staffed by a full time Registered Nurse and a full time Registered Dietician. The focus of the program is to encourage self-management skills and changes in behaviors which support the best possible diabetes management. The goal of diabetes management is to prevent complications in persons who have diabetes and to delay or prevent the development of diabetes for those at risk.

The DES program has been available at the Lake of the Woods District Hospital since 1986. The program was initiated as the result of a recognized need in our community. Peggy Gustafson, RN, and Cindy Van Belleghem, RD, were both hired at that time to deliver the service and remain with the program to this day. Their expertise in the area of Diabetes management is greatly valued by the hospital, physicians and the clients they serve.

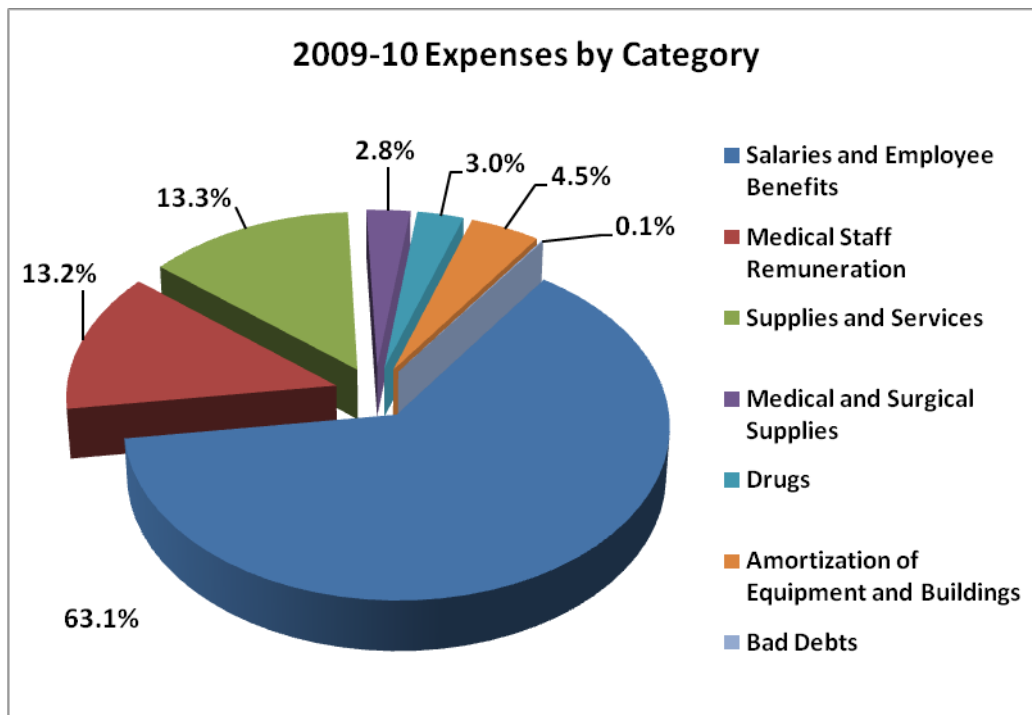
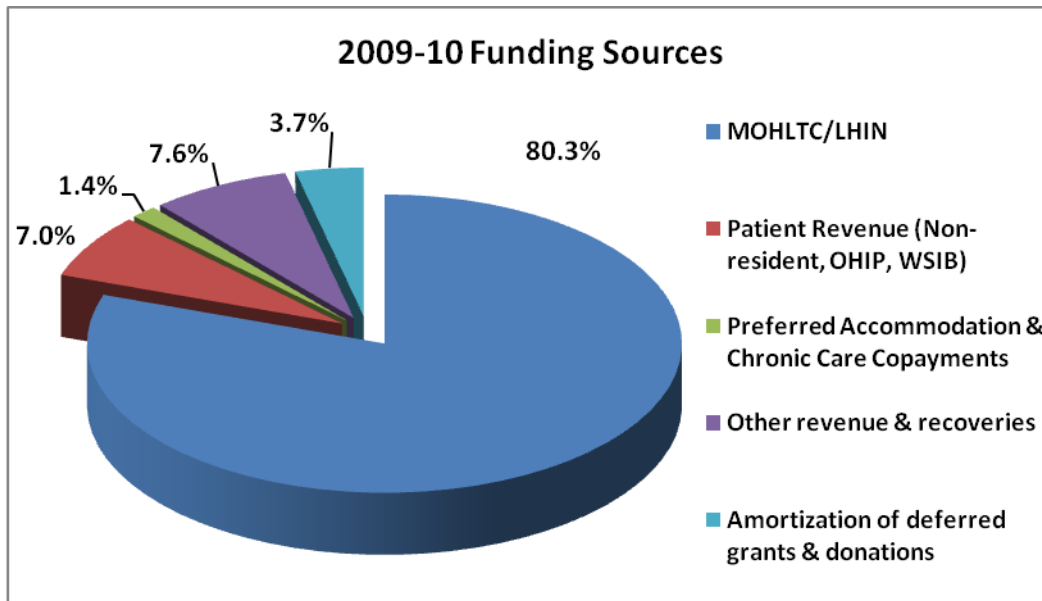
Recently the LWDH entered into talks with the Family Health Team at the Paterson Clinic about a partnership to deliver the DES program in a community setting rather than the hospital setting. We agreed that the clients who benefit from the program are primarily outpatients and therefore a community setting would be a better place for people to go to access the services. It would also allow physicians easier access to the expertise of the staff of the program. However, the service will remain available to patients with Diabetes who do not have a family physician. With the expansion of the Paterson Clinic there was room to accommodate the staff and after many positive discussions a strategic partnership was sealed. The FHT has agreed to host the program while the hospital has agreed to provide the existing expert staff to provide the service.

The DES program and staff moved to the Paterson Clinic on June 1, 2010. We are very excited to be part of this partnership and have confidence that this change will make it easier for patients to access this valuable service.

SUMMARY OF OPERATING RESULTS

For the period ended March 31	<u>2009</u>	<u>2008</u>
REVENUE		
Ministry of Health and Long-Term Care	\$30,563,693	\$29,597,509
Patient revenue from other payors	3,118,594	3,271,552
Preferred accommodation and co-payment revenue	556,537	455,660
Other revenue and recoveries	2,912,964	3,143,175
Amortization of grants & donations for equipment	707,217	1,124,233
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Total Hospital Operating Revenue	\$37,859,005	\$37,592,129
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Other programs administered by the Hospital	6,132,025	5,958,516
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	\$43,991,030	\$43,550,645
EXPENSES		
Salaries, wages and employee benefits	\$24,265,640	\$23,601,822
Medical staff remuneration	5,071,844	5,081,417
Supplies and other expenses	5,117,394	5,012,716
Medical and surgical supplies	1,069,801	1,061,385
Drugs	1,158,725	1,165,800
Amortization of Equipment	978,947	1,407,590
Bad Debts	39,053	22,738
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Total Hospital Operating Expenses	\$37,701,403	\$37,353,471
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Other programs administered by the Hospital	6,132,025	5,958,516
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	\$43,833,428	\$43,311,988
Surplus before amortization related to buildings		
	\$157,602	\$238,657
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Amortization of buildings	(747,020)	(690,998)
Amortization of deferred contributions for buildings	705,805	655,449
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Surplus (deficit) for the year	\$116,388	\$203,108

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



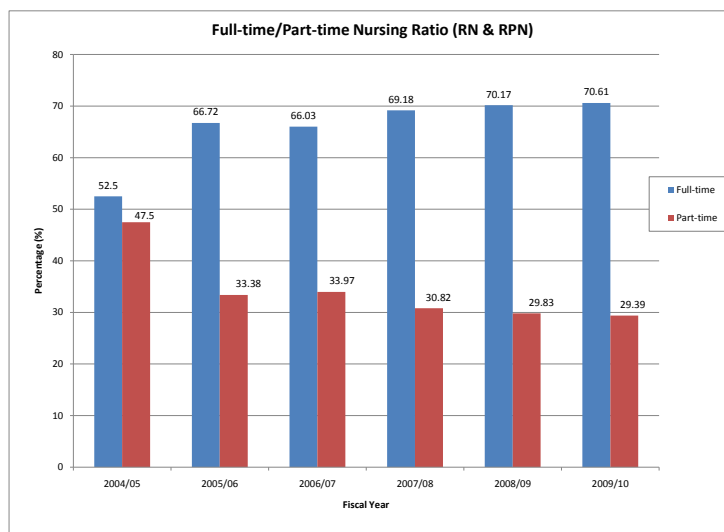
Hospital Surplus (Deficit)			
2009-10	\$	116,388	0.30%
2008-09	\$	203,109	0.53%
2007-08	\$	(51,861)	-0.14%
2006-07	\$	608,122	1.75%

Hospital Maintaining a Stable, Competent Workforce

In order to maintain a high standard of patient care and continue to strive to be an employer of excellence in the region The Lake of the Woods District Hospital has to attract and retain competent, capable staff in order to meet the changing needs of our patients and community. We require the right number and mix of health care professionals with the appropriate skills, in the right place at the right time, providing quality services to those who need them. Health services are labor intensive and require a steady supply of well-trained and experienced staff.

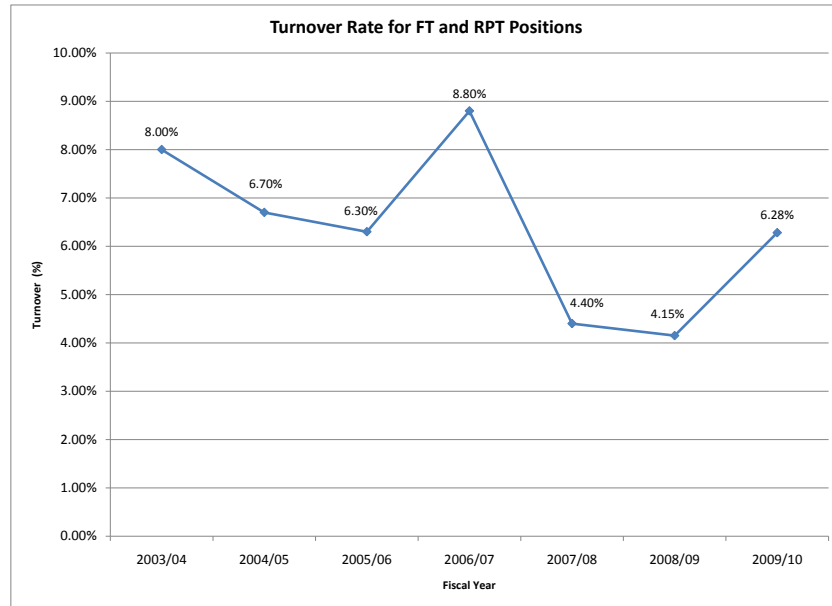
The hospital has worked hard to improve workplace wellness to support a stable workforce that will ensure the people of this community continue to receive quality patient care services.

In recent years Labor Market Surveys indicated that Nurses were leaving the profession due to their inability to find full-time employment. The Ministry of Health, Unions, and the Hospital believed that increasing the number of full-time positions was viewed as a recruitment and retention strategy which became one of the Human Resource Department's strategies. The Hospital reviewed staffing patterns and, where possible, combined part-time positions to create more full-time opportunities. Full-time RN's wishing to work lesser hours entered into job-share arrangements created as a scheduling option. Over the past five years, the Hospital full-time nursing ratio increased from 52.5% FT to 70.61% FT.



For the past few years, the Hospital has achieved a favourable turnover rate that ranges between 4.4% to 6.28%. Human Resources best practise indicates that a turnover rate that falls within the ideal range of 3% to 6% suggests organizational employee satisfaction, reduced

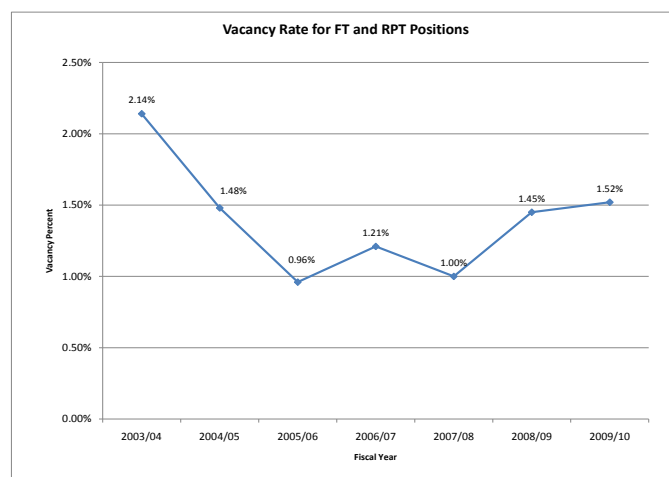
costs in employee orientation, consistent hiring of new employees to encourage progress , and positive working conditions.



Human Resources best practice indicates a vacancy rate within an ideal range would be 3% or less. An organization with a rate greater than 5% may be at risk of not having the appropriate human resources to meet their operational needs and could impacting negatively on patient care. A high vacancy rate also increases recruitment costs.

Over the past five years, the Hospital has consistently achieved a favourable vacancy rate

ranging from 1.49% to 1.52% signifying the Hospital has been very successful in filling both full-time and part-time vacancies. We are also continually pursuing initiatives to entice professionals to the area to increase our casual pool and fill temporary vacancies. We are participating in the Nursing New Graduate Guarantee Program through Health Force Ontario, and creating interim positions to assist with summer vacation coverage (Diagnostic Imaging, Nursing Resource Team).



Capital Purchases

Thanks to our generous donors, the Lake of the Woods District Hospital Foundation, the LWDH Auxiliary and Retired Railroaders, and some one time capital grants from the LHIN and Ministry

of Health and Long Term care, the Hospital was able to purchase \$2,832,652 in capital equipment and building upgrades this year.

Some of the major purchases were:

- 2 New Whirlpool Tubs (2 East & 3 East)
- Holter Monitoring System (EKG)
- Hematology Analyzer (Laboratory)
- Mangle Flat Ironer and Cross Folder (Laundry)
- PCR Analyzer and Instrumentation (Laboratory)
- Telemedicine System – Studio 1 Replacement
- Vital Signs Monitors (ER & Chemotherapy)
- CO2 Incubator (Laboratory)
- New furniture for 4N Psychiatry patient lounge
- Upgrade to Maternity patient shower room/bathroom
- Phase 2 Capital Infrastructure Project (Nurse Call, Voice over IP Telephone System, Security System Enhancements, Interior signage & way finding)
- Phase 3 Capital Infrastructure Project (Bulk Oxygen Tank Replacement, Medical Vacuum Pump System Upgrade, Mould & Asbestos Abatement)
- Hospital Infrastructure Renewal Projects (HIRF) – Automated Building Systems Management Upgrade, Cooling Tower Upgrade

\$4.9 Million Capital Infrastructure Projects Nearing Completion

Over the past three years the Hospital has been undergoing some major capital infrastructure work, thanks to one time funding from the Ministry of Health and Long Term Care, and the Lake of the Woods District Hospital Foundation.

The Ministry provided 90% of the funding and the Foundation has committed to top up the remaining 10%. The work is being done in three phases:

Phase 1 (completed in 2008)

Replacement of the existing roofs on a major portion of the Hospital buildings. Roofs had been leaking and were causing major external and internal water damage.

Phase 2 (completed in summer 2009)

A mix we have termed the “Communications package” including:

- Replacement of our 25 year old patient nurse call system.
- A new Internet Protocol (IP) based telephone system
- Closed circuit video surveillance
- Wandering patient roam alert, infant abduction & staff duress security system
- New interior signage and way finding

Phase 3 (currently nearing completion)

Replacement of critical hospital infrastructure equipment to ensure a higher level of health and safety for patients and staff. Items include:

- Bulk oxygen storage tank
- Suction pumps and medical alarm panels
- Medical Vacuum Pumps
- Removal of asbestos from older piping systems
- Mould abatement

As a result of these improvements, our Hospital buildings and service systems will be better equipped to provide the safe, quality care our patients deserve.

Surgical Services Gets Honorable mention as a Top Overall Performer

Our Surgical Services program has implemented a number of leading practices lately that have been recognized by provincial and national organizations. Previously our hospital was recognized by the Ontario Hospital Association as being a leader in implementing the “Safe Surgery Saves Lives” – World Health Organization initiative to conduct surgical safety checklists for all surgical procedures. Lake of the Woods District Hospital was the first small hospital in Canada to implement this patient safety initiative and among the first ten of any type of hospital in Canada.

In September we were notified that our Surgical Services program was awarded an “Honorable

Mention” as an “Overall Top Performer” in the McKesson Operating Room Benchmarks Collaborative. This initiative compared 251 hospitals across North America and ranked those hospital’s surgical services in five key performance areas.

It is gratifying to know that the excellent work in the Surgical Services program is recognized as a safety and performance leader in Canada. Congratulations to the Manager, staff and physicians in Surgical Services.

Kenora Central Ambulance Communications Centre

Leading Edge In Emergency Response

Kenora Central Ambulance Communications Centre (CACC) operates as a service of Lake of the Woods District Hospital.

The Central Ambulance Communications Centre is proud to be a Regional service based in Kenora. Most citizens are unaware of the scope and operation of the Kenora CACC. Call Volume for 2009 was a total of 16,322, not including administrative, vehicle maintenance/fuel, public inquiry or similar type calls.

The Centre is a significant employer in a growing profession. Currently the centre employs 15 Full-time staff, 12 Part-time. One Technical Officer is assigned to Kenora CACC, and is housed on-site.

The Centre provides call-taking and dispatching for 13 Ambulance Services, 14 First Response Teams and 24 Fire Departments as well as Lake of the Woods Search and Rescue. This is a comprehensive network reaching from the Manitoba border east to Upsala, and the USA border north to the extent of roadways. Kenora CACC receives emergency calls for Ambulance (and some Fire) for the entire area, processing and assigning calls for response. Ambulances are deployed and monitored. All regional hospital and clinics are alerted and updated with response and patient information. Emergency calls are often shared with Air Ambulance through close coordination between Kenora CACC and Ontario's Air Ambulance System (Ornge). Overall, Kenora CACC is a communications hub working closely with many

allied agencies, all concerned for the health of the individual.

Formerly housed in the old St. Joseph Hospital building, behind Lake of the Woods District Hospital, the Centre moved to a new facility in Norman in early 2009. The new CACC is outfitted with state of the art, leading edge technological equipment and all staff has now been trained in the new systems. Current development will assure that Kenora is host to one of the premier Emergency, Public Safety, Central Communications Centres in the country.

Although Kenora CACC is a central, regional operation, it is also involved in local Emergency Measures Planning and Response. It is taking a major step by agreeing to provide communications for Kenora Fire Services (and surrounding Fire Services). Kenora CACC was a logical choice given its strong local geographic and demographic knowledge. Also considered was its strength in employing the newest technology and training. Locally CACC is a thriving department within Lake of the Woods District Hospital. Revenue created supports an efficient operation and balanced budget, enhancing LWDH and MOHLTC efforts. Kenora Central Ambulance Communications Centre remains committed and responsive to the citizens of Kenora and the region.



FACILITIES

Lake of the Woods District Hospital
Morningstar Centre
Counselling Services

STAFF (as of March 31, 2010)

Fulltime	260
Parttime	106
Casual	119

CATCHMENT AREA

The Lake of the Woods District Hospital has 84 beds and serves a catchment area that includes the City of Kenora, Sioux Narrows and 10 First Nations communities.

BOARD MEETINGS

Board meetings are held on the first Thursday of every month (with the exception of July and August) at 4:30 p.m. in the Hospital Boardroom. The Board meetings are open to the public.

DID YOU KNOW

in 2009-10

- there were 4,381 CT Scans performed and the average wait time for an elective CT Scan was between 1 – 7 days. This was among the shortest wait times in the province.
- There were 1,649 mammograms done and the average wait time for an elective mammogram was between 5 – 15 days
- there were 465 cataract surgeries performed. The wait time for cataract surgery at the Lake of the Woods District Hospital is 106 days, well beneath the provincial time of 111 days and the Thunder Bay Regional Health Sciences Centre wait time of 120 days

2009 – 10 Service Statistics

Adults and Children Admitted to Hospital	2,789
Babies Born in the Hospital	247
Patient Days of Hospital Care	21,714
Newborn Patient Days	537
Emergency Visits	22,127
# Inpatient Admissions to ER	257
Ambulatory Day Clinic Visits	1,593
Outpatient Visits	11,002
Inpatient Surgeries Performed	355
Outpatient Surgeries Performed	1,930
X-Ray Examinations	15,523
Knee Replacements	34
Ultrasound Examinations	4,456
Echocardiograms	1,208
Electrocardiographic Examinations	5,703
Holter Monitor Tests	196
Stress Test Procedures	832
Laboratory Tests	502,022
Physiotherapy Patient Attendances	11,239
Chemotherapy Visits	1,652
Dialysis Treatments	2,656
# Kgs of Laundry	166,520
# Ambulance Calls Generated	16,322