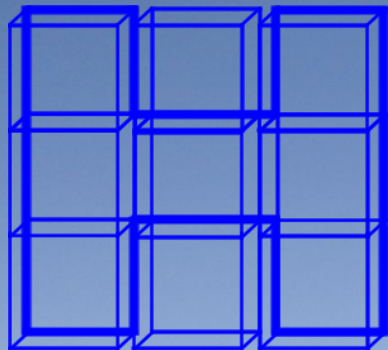


# LAKE OF THE WOODS DISTRICT HOSPITAL

*Annual Report 2013-2014*

*"Quality Care from a Quality Team ... Looking Well into the Future"*





## Mission

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

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

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

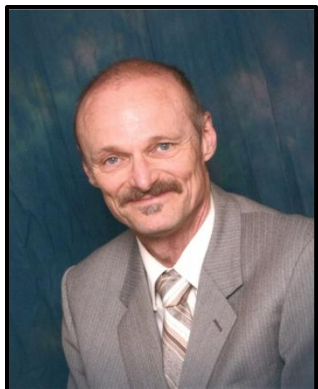
## Vision

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

## Values

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





## *Message from the Board Chair*

2013-2014 has been an active exciting year for our Board. Last fall, at the inaugural Ontario Hospital Association's (OHA) Governance Center of Excellence awards ceremony, Lake of the Woods District Hospital was awarded the small hospital governance award for its exceptional community outreach program.

Betty Anderson and myself had the honour of presenting our outreach program to an OHA spring governance showcase in Toronto last May. Kudos and thanks go to all our Ownership and Linkages committee members (past and present) who have worked so diligently in community engagement sessions.

June is a time of renewal for our voting board members. We will be saying goodbye to one of our board members this year. I would like to acknowledge and thank Geraldine Kakeeway for her outstanding contributions to our Board over the past 3 years, particularly in the fields of Aboriginal outreach and education. Her enthusiasm and passion will be missed by all of us and we wish her all the best in her future endeavours.

Much of the work of our Board is done through committees. I would like to thank both Betty Anderson (past chair) and Dorothy Monteith (current Chair) of the Ownership and Linkages committee for their leadership over the past year. Thanks also to Harmony Redsky who stepped forward this year to chair our Governance Committee. Our most experienced Board member Joan Reid stepped forward to assume the Vice Chair role of our Board. Thanks to all of these people and to all of our board members who have worked hard this year to provide the best governance possible for the Lake of the Woods District Hospital.

A great deal of work was done this year by our newest committee of the Board, namely, the Quality committee. This is a joint Board member/staff committee that was mandated through Provincial legislation over 2 years ago. Realistic demanding quality improvement plans have been implemented over the past with astounding results in patient centred care and positive medical outcomes for our patients. A special thanks to Brigitte Leoppky, our staff advisor on this committee, who has supplied us with marvelous work and support.

Hospital governance is not without significant challenges. Our building may be old and our operating budget flat lined, but as long as we have such a dedicated hard working hospital staff we will continue to improve our patients' health care outcomes. As we have done this year, we must continue to seek and develop working relationships and partnerships with other health care providers as well as with community groups and organizations.

Volunteers are at the heart of any vibrant public service organization or community group. Lake of the Woods District Hospital is no exception. I would like to acknowledge and thank all of our volunteers, whether they be Board members, hospital Auxiliary, Retired Railroaders or the many in-hospital volunteers in various departments - you all truly do make a difference. A special thank you also goes to Lake of the Woods District Hospital Foundation for their tireless and productive fund raising efforts done on behalf of the Hospital.

In closing, the Board thanks CEO and President Mark Balcaen, Chief of Staff Dr. Kerry McDonald, Vice President of Patient Services Kathy Dawe, Vice President of Corporate Services Cindy Gasparini, and Vice President of Mental Health and Addiction Programs Bruce Siciliano for their tremendous leadership and support provided to the Board throughout 2013 – 2014.

Respectfully submitted

Fred Richardson  
Chair







## *Message from the President and CEO*

2013-14 has seen a number of significant accomplishments for the Lake of the Woods District Hospital and the community to celebrate. In November the hospital won two major awards in Ontario. The Governance Centre of Excellence recognized our Board with the first small hospital in Ontario "Leading Governance Excellence" award for the Board's work in engaging the community.

Our hospital was also recognized with a "Quality Healthcare Workplace" award receiving a silver designation recognizing the hospital as a leader in Ontario in creating a healthy workplace for our staff. While it is gratifying to receive recognition for our hard work from the Ontario Hospital Association, one of the most rewarding and satisfying accomplishments this past year was bestowed by our patients in our annual patient satisfaction survey. Over the four months the survey was conducted, 97 percent of all those patients who responded indicated that "if they needed to be in hospital again they would definitely feel comfortable to return to LWDH". 97 percent of patients also said "They would definitely recommend LWDH to a friend or family member". These results are a testament to the caring and compassionate people who work at and volunteer for Lake of the District Hospital.

Our 2013-14 Annual report will highlight these and many other accomplishments our staff have achieved during the year.

We have undertaken new activities to increase the cultural competence / safety of our hospital. We celebrate our region's cultural diversity through a number of culturally appropriate services and activities including artwork, feasts, ceremonies, protocol agreements, partnerships, and engagement sessions. A number of changes have been made to make our hospital more welcoming for our Anishinabe patients.

Through the hard work and support of our managers, staff, and professional staff we will be reporting to the Ministry of Health and Long Term Care and the North West Local Health Integration Network a surplus of \$158,778. This was accomplished while meeting ten out of eleven 2013-14 quality improvement targets as set out in our quality improvement plan.

During the year we migrated over to a new Electronic Medical Records software system and trained all our staff in its use. We implemented the "Managing Obstetrical Risk Efficiently" (MOREOB) Program. This program is a comprehensive performance improvement program that creates a culture of patient safety in obstetrical units by integrating professional practice standards and guidelines with current and evolving safety concepts, principles and tools.

This past year Marlene Mymryk, Vice-President of Community Programs retired.

Her dedication and professionalism to our clients, staff and hospital has been deeply appreciated. I consider myself fortunate to have had Marlene as a colleague and a senior manager at LWDH. I wish her, and her husband Rod, a happy retirement. With the retirement of a senior manager came the hiring of a new senior manager. I was fortunate to have Bruce Siciliano come to Kenora to continue the work of Marlene under the new more appropriate title of Vice President of Mental Health and Addiction Programs.

We have been successful in reducing emergency room visits from over 26,000 to 19,000 in the past six years by scheduling IV therapy, removal of lumps and bumps and dressing changes into an ambulatory clinic with financial support from the NW LHIN. By ensuring patients are treated in the most appropriate setting we are scheduling more people for non-urgent clinic visits. This results in fewer patients having to wait to be seen for non-urgent procedures that can be scheduled in advance. This also reduces the wait times by having more non-urgent patients diverted from the emergency department. While these changes have helped, we still recognize that the community needs a primary care alternative to the emergency department for people who can't get a timely appointment with their family doctor or for local people and summer residents who do not have a family doctor.

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

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

I would also like to acknowledge and thank Geraldine Kakeeway, one of our Board members who has served on the board for three years and is stepping down this year. Your work on the Board is appreciated. I would also like to thank Fred Richardson, Board Chair and all the Board members for their dedication and hard work. You all do great credit to excellence in governance.

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





## *Message from the Chief of Staff*

I wish to highlight the credentialing and recruitment of the health professionals that serve the Lake of the Woods District Hospital (LWDH) and our community. This includes 26 active family MDs, 8 active full-time specialist MDs, 4 ER only MDs, 8 dentists, 3 Midwives, 10 nurse practitioners, 11 locum MDs (6 of whom are Radiologists), 9 visiting specialist MDs that work in a Visiting Specialist Clinic, and 27 other MDs with courtesy privileges to access diagnostic testing to support care in communities outside of the LWDH.

This represents a significant number of primary care providers and specialist physicians. However, many patients in the community are still seeking all, or a significant portion of their primary care, through the Emergency Room. The hospital remains committed to work with the community physicians and the nurse practitioners to see that every patient has a primary care provider. The current models to meet this need have not been sufficient, and the Ministry of Health (MOH) is aware of this.

Until recently, the LWDH has been successful in keeping our Emergency Room staffed. This will require the use of locums from the HealthForceOntario (HFO) pool. The largest proportion of our ER patients continues to be those of low acuity as measured by the CTAS scores. Their needs would be best served in a community practice. Many patients with a family physician or a nurse practitioner do not get routine appointments in a manner they regard as timely. Both HFO and the MOH staff from the Primary Care Branch have asked for information on low acuity patient access, and planning is ongoing to see what better arrangements can be made.

The rotation of full-time clinical clerks/medical students from the Northern Ontario School of Medicine (NOSM) continues. LWDH remains active within the NOSM program as this is our principle strategy to improve the access to primary care in this community, and to provide staff MDs in the hospital. Kenora has six practicing MDs that were either NOSM students in their undergraduate years or postgraduate years. We anticipate several more to be fully trained and licensed over the next one to two years to help deal with expected retirements. This has been referred to as our “Grow your Own” strategy. It is a slow but rewarding process.

To date, six of our family MDs have either graduated from NOSM or rotated through NOSM in their postgraduate training. All these young MDs are practicing full-time and have Active Professional Staff Privileges. This represents 23% of our Medical Staff. This is a significant accomplishment since the LWDH received the first students in 2007. I want to thank the Board of Directors and the prior boards for their unwavering support that LWDH be a training centre. Initiatives to recruit more physicians in the community are ongoing, but are a struggle from lack of resources for recruitment.

I want to thank the Board of Directors for giving me the privilege of being the Chief of Staff, and the Medical Staff for the confidence they have shown in recommending me through the Medical Advisory Committee to the Board for this position.

Respectfully Submitted,

J.K. MacDonald, M.D., FRCP  
Chief of Staff







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

The stories included in this year's annual report again reflect the patient journey at LWDH. It is one that is challenging, inspiring, and a journey we make together - staff, physicians, managers and Board members. We continue, as a patient care team, to provide patient and family-centred care to those we serve.

There are so many positive stories and program highlights to report to you. This year has seen significant progress on the patient care side of the larger Meditech project. This year was a planning phase, readying us for the launch of electronic patient documentation for our inpatient population. The Patient Care Team is working together to make this a reality. We are continuing our work to implement Patient Order Sets. This is a joint effort between physicians and clinical staff to develop order sets that reflect evidence-based best practices for the care of our patients. The MOREob program has been very successful in engaging front-line clinical obstetrical staff, midwives and physicians in a common goal of safe, evidence-based care for our moms and babes.

We continue to work towards and advocate for funding for a new Surgical Services and Central Supply and Processing department major renovation. We have encountered set-backs in the progress of this project but we remain committed to its success.

The Above & Beyond Leading Excellence (A.B.L.E.) award has been a positive effort to recognize the existing and emerging leaders among our staff. The award is given out six times a year based on leadership criteria and is peer nominated. This is one way we can consider and foster succession planning for future leadership at LWDH.

Our Staff Wellness Program was recognized with a Silver Quality Healthcare Workplace Award by the Ontario Hospital Association. We are very proud of this staff led initiative and its activities that support our staff to strive towards improving and maintaining a healthy workforce.

Work with our community healthcare partners continues and we remain committed to our work with our partners: the NW LHIN, physician partners, the Family Health Team, CCAC, WNHAC, NOSM, the NWHU and others.

There will be challenges ahead. Financial challenges threaten the services we provide and our ability to meet the healthcare needs of our community. We are not perfect but we continue to strive toward constantly achieving higher standards of quality and excellence in patient care and a safe and satisfying work life for our staff. I look forward to the 2014-15 year as the patient care team continues the journey to fulfill our mission and vision to the people and communities we serve.

Respectfully Submitted,

Kathy Dawe, RN HBScN CHE  
VP Patient Services and CNO







*Message from the Vice  
President of Corporate  
Service and Chief  
Financial Officer*

The 2013-14 year marked another period of evolution and change in our Hospital's operating environment. We again began the year faced with the significant challenge of balancing our activities to our financial resources. As they always do, our dedicated team of managers, staff, physicians and other health practitioners rose to the task of diligently and innovatively providing excellent care to our patients while in an atmosphere of restraint and system change.

Under Health System Funding Reform (HSFR), the shift toward funding a larger proportion of a hospital's budget based on the types and complexity of the services that it provides presents an enhanced expectation of both accountability and high performance management. The model compares us to our peer hospitals across the Province and promotes standardization and implementation of best practices within the resources available. As HSFR evolves it is important that we have systems in place which provide timely and accurate information and that we continually use this data in order to identify opportunities for improvement in our service delivery processes. By ensuring these tools are implemented and monitored we have the opportunity to allocate our funding dollars in the most efficient manner, in order to achieve the most positive patient outcomes.

Our move toward a fully electronic patient record was again a major focus of activity throughout this year. We continue the integration of our patient information systems with the rest of the Northwestern Ontario region. June 2013 marked the successful "go-live" of Phase 1 of this major project and laid the foundation for the integrated electronic record. Staff in the Information Technology department and virtually every other area of the hospital have been busy with system preparation and training for the next phase, which will bring online Laboratory, Pharmacy, Patient Charting and Order Entry. Operating

Room management and appointment and resource scheduling software is also being implemented. When these modules are fully implemented it will enable the sharing of clinical information with other hospitals and health care providers throughout our region.

Our major source of funding for capital equipment purchases continues to be through public donations generated through the Lake of the Woods District Hospital Foundation and the fundraising efforts of the Lake of the Woods District Hospital Auxiliary/Retired Railroaders. We are grateful to them for their tireless efforts in coordinating the campaigns, events and activities which generate this funding. Without their support it would not be possible for the Hospital to purchase the modern medical equipment and information technology that is so crucial to providing quality medical care to our patients.

The Hospital is continuing our efforts to address the functional shortfalls of our aging building infrastructure. While we continue to pursue Ministry of Health and Long Term Care for financial support for a new hospital facility, we have focused efforts on addressing some of the major short term building issues. Upgrades to ward air handling systems, medical gas outlet upgrades, and redesign of two of our Patient Care unit central stations were completed with funding received through the Health Infrastructure Renewal Fund. A newly developed Surgical Services and Central Sterilization Unit continues to be a top capital priority. We will continue to build our case to illustrate the importance and urgency of this project and hope that the Ministry will recognize it as a priority in their capital funding plan. Minor renovations were also completed in our Nutrition & Food Services Department, to facilitate LEAN processes and prepare for an upcoming change in our food delivery system.

My thanks to the Board of Directors, my colleagues on the Senior Management Team, and the entire Corporate Services/Support Services team and all hospital staff for your support, commitment and work over the past year. You are the core of our hospital's success and the reason why Lake of the Woods District Hospital continues to provide excellence in patient care.

Respectfully Submitted,  
Cindy Gasparini, CPA CA  
Vice President, Corporate Services & CFO







## *Message from the VP of Mental Health & Addiction Programs*

For the 2013-14 fiscal year, the staff of the Mental Health and Addictions Programs of Lake of the Woods District Hospital provided service to 2593 individuals for 18,710 visits in all of the community-based programs, (this includes Morningstar Centre, Youth Addictions Programs, Adult Mental Health & Addictions Outpatient Counselling and Challenge Club). The Schedule 1 Unit provided service to 459 patients in all inpatient and outpatient programs, as well as 3034 days of inpatient care.

After 13 years of service, the Lake of the Woods District Hospital celebrated the career and retirement of Marlene Mymryk. A gala luncheon honouring Marlene's considerable service to the people of our area was attended by Lake of the Woods Staff / Management / Board and numerous community colleagues. Marlene will be truly missed for her passion, leadership, dedication, as well as the tremendous energy that she provided to our hospital and community.

Late in 2013-14 fiscal year, our hospital was successful in securing additional annualized funding, (\$138,250) from the Northwest LHIN to provide enhanced community-based youth addictions services. These new services will begin to take shape as the year progresses. Patti Dryden-Holmstrom, Mental Health & Addictions Program Manager, was instrumental in composing the Health Services Integration Proposal in order to obtain these new dollars. Patti, also as part of the Kenora Substance Abuse and Mental Health Task Force, participated in a successful exercise to secure a three-year total grant of \$229,000 from the Ontario Trillium Foundation. The funds will be used to hire a project coordinator for a three-year term to work in collaboration with

community groups and to develop an action plan to address local substance abuse issues.

Denise Forsythe, Mental Health & Addictions, Program Manager demonstrated key leadership and vision in moving forward with capital plans for a 2015 renovation of the Schedule 1 Nursing Station. As well, Schedule 1 has demonstrated district and regional leadership in the following areas: Dr. Reed-Walkiewicz's provision of a comprehensive mental health and addiction education series via the Ontario Telemedicine Network, Dr. Zahlan's leadership in the creation of the Surge Capacity Project Charter in concert with the Thunder Bay Regional Health Sciences Centre and the Northwest LHIN, the staff's participation in a one-day retreat to create strategic goals / objectives which align with the hospital strategic plan, and continuing collaboration with the local peer support network to better assist our patients during and after their hospitalization.

On behalf of Lake of the Woods District Hospital, I would like to thank all of the clinical staff, hospital social workers, support staff, and program management for their caring, professional, and dedicated efforts in providing service to the people of our area.

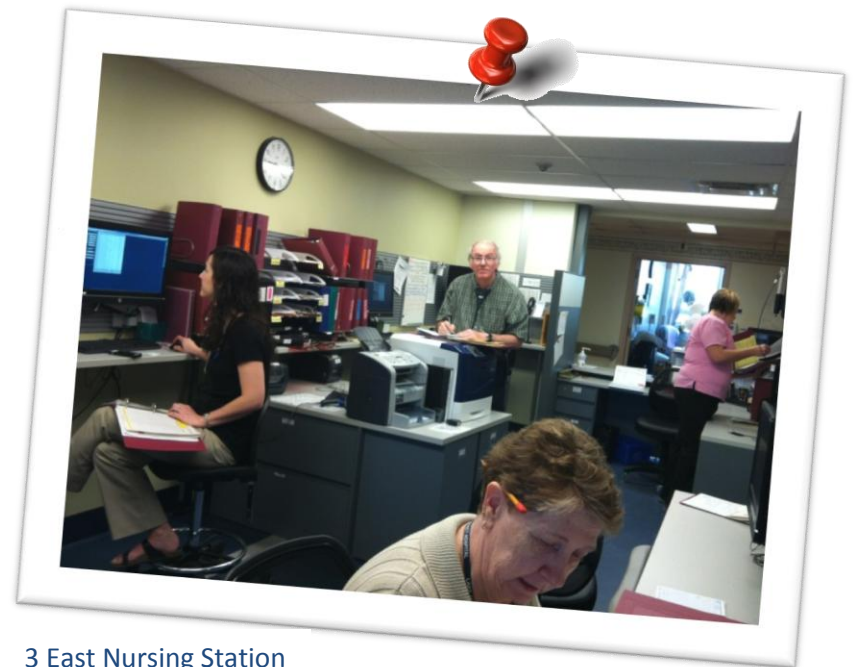
Respectfully Submitted,  
Bruce Siciliano  
Vice President Mental Health & Addictions Programs  
Lake of the Woods District Hospital







2 East Nursing Station



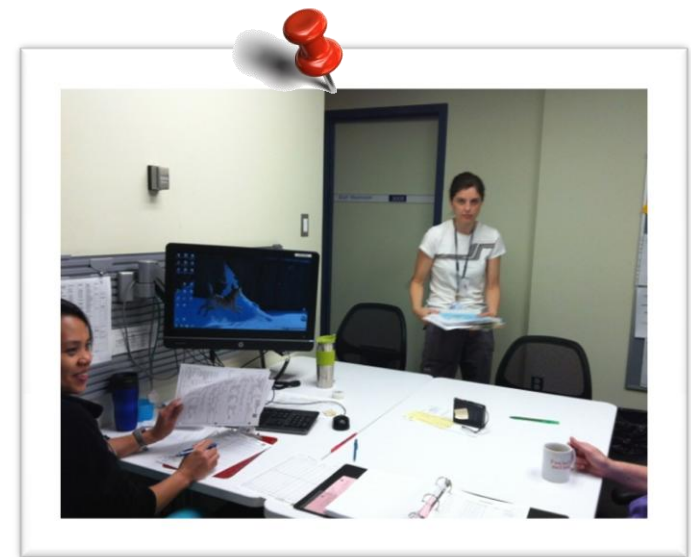
3 East Nursing Station

## *2 East/3 East Renovations*

2 East/3 East have had their Nursing Stations, Medication Rooms and Nursing Conference Rooms renovated. Prior to the renovation, an interdisciplinary survey was completed to obtain feedback on the anticipated use of the space. Designs were voted on and feedback was obtained from staff, on controllable items, throughout the journey. The 2E and 3E renovated areas are unique spaces that have not only improved the esthetics of the unit, but has also improved work flow.

On 2 East, a number of patient rooms have been painted. The Solarium was also painted and new flooring installed. With the monies raised a few years ago, we were able to purchase a large television for patients and their families to watch.

2 East has also been fortunate in obtaining some new equipment, including vital signs monitors, portable lifts, beds, therapeutic mattresses and regular mattresses.





*Patient safety is the  
guiding principle*

PROUD  
PARTNERS  
IN:

- Patient Safety
- Quality Care
- Interprofessional  
Collaboration  
and Teamwork

## *MORE<sup>OB</sup> Program One Year In*

Together, the MoreOb team of professionals on Obstetrics have completed year 1 of the program. The team encompasses the nurses, physicians and midwives who safely deliver our future, as well as every support within and outside of the hospital that enables them to do so. It includes our administration and all members of the multidisciplinary team.

The goal of the program is to build a culture of safety. In year 1, we "Learned Together". The MoreOb program focused on having team members read best practice modules with the goal of applying a shared body of knowledge to our everyday practice.

Moving into year two, the focus is on Working Together, communication, skills drills, emergency preparedness. Stay tuned, we could be involving you.....

AT DOOR  
VISITING RESTRICTED  
to MATERNITY PATIENT'S  
FAMILY and FRIENDS ONLY

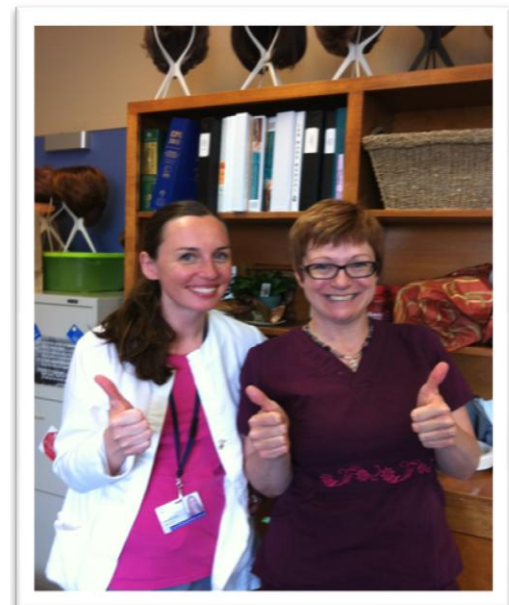
Maternity  
Rooms 4049 to 4065  
→ Rooms 4020 to 4048  
Work Office  
Occupational Therapy Studio  
Diabetes Education  
4040 Medical Social Worker  
4044 Discharge Planner  
4046 LWDH Auxiliary Storage  
4047 Occupational Therapy Office  
4048 OutPatient Psychiatry

## *Electronic Patient Care Documentation in Chemotherapy*

In May 2013 the chemo unit was the first LWDH department to adopt electronic patient care documentation. MOSAIQ is the charting system used by all regional chemotherapy centres and links all to the Thunder Bay Regional Cancer Centre. This has been a work in progress over the past few years and our local champions, Carolyn and Holly, Chemotherapy Nurses, worked with the implementation team in Thunder Bay.

Since the go live date in May, the nurses have worked through the few hiccups that occurred and are now very skilled in using the system. MOSAIQ links all patient information, lab work, diagnostic tests, oncologist reports, treatment orders and nursing documentation so all health providers have access to the patient chart whether in Thunder Bay or Kenora. This has improved the communication between the regional centre and regional treatment sites, so that the delivery of safe and quality care continues to be provided to all our cancer care patients.

Thank you Carolyn and Holly for all the work you did in making this a success here in Kenora!





## *Award in Leading Governance Excellence*

The OHA Governance Centre of Excellence (GCE) recognized the Lake of the Woods District Hospital's Board of Directors for outstanding achievement in Health Care Governance and awarded them the Inaugural Award in Leading Governance Excellence at the OHA Health Achieve Conference in Toronto on November 4, 2013. This is the first year in their eight year existence that the GCE has awarded a health care organization for excellence in governance. The LWH Board of Directors received this award in the "Small, Rural and Northern Health Care Board" category.

Mr. Richardson stated, "The Board and staff have worked very hard over the past six years to achieve excellence in governance through best practices in community engagement, leadership, policy development, innovation, accountability, and applicability. It is wonderful to be the first small, rural and northern health care organization in Ontario to be recognized for this achievement".



## *Quality Healthcare Workplace Award*

In its first ever application, the hospital was awarded a Silver Quality Healthcare Workplace Award from HealthForceOntario. Brigitte Loeppky, Erin Mudry and Kathy Dawe, received the award at the Health Achieve conference in November.

The award program recognizes organizational efforts to improve healthcare workplaces in ways that contribute to employees' quality of work life and as a result the quality of care and services delivered.

HealthForceOntario recognized the Wellness Committee and the passport to health, cultural awareness educational sessions, team-based patient care, occupational health and safety practices, facility accreditation, and the ABLE award, as well as other initiatives as quality health care practices.





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



**Lesley Hollis**



**Judy Beckworth**



**Brock Chisholm**

In the continuing effort to recognize leadership and excellence in our staff, Above & Beyond Leading Excellence Staff Awards have been presented to Lesley Hollis, Ward Clerk for 3 East and Chemotherapy, Judy Beckworth, Registered Nurse on Maternity and Brock Chisholm, Manager of Rehabilitation.

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





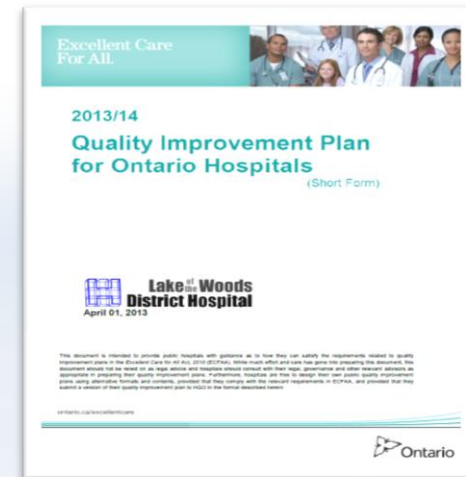
## Physiotherapy – Sharing Resources



Brock Chisholm and Jackie Hummelbrunner are both well-known at the LWDH as a Physiotherapist/Rehabilitation Department Manager and Speech-Language Pathologist (SLP) respectively. What many people may not realize is that they are both contracted out part-time to the Northern Ontario School of Medicine. In this role, their mandate is to enhance recruitment and retention of health professionals by supporting preceptor development and coordinating discipline specific PT, SLP and Audiology student placements throughout Northwestern Ontario. They also have a mandate to conduct research on health human resources and the relative impact of regional student clinical education. To this end, their most recent research endeavor, entitled “Factors affecting recruitment and retention of rehabilitation professionals in Northern Ontario, Canada: a cross-sectional study” was recently published in the inter-national Rural and Remote Health Journal. Their findings were significant, in that they identified that rural/remote educational experiences and rural/remote place of origin were both linked as important recruitment factors. As well, job satisfaction and lifestyle options were important factors for retention of rehabilitation professionals to Northwestern Ontario. Disseminating this knowledge will contribute to a welcoming and engaging professional and social community for all of our students and will enhance both recruitment and retention to our hospital and the region.

This article can be accessed as an abstract or in full document for free at <http://www.rrh.org.au/articles/showarticlenew.asp?ArticleID=2619>

## Patient Safety at LWDH



Lake of the Woods District hospital is pleased with the 2013/14 results of the Annual Quality Improvement Plan.

Included among the 11 patient safety indicators were medication reconciliation, patient satisfaction and quality improvement initiatives to decrease patient falls, improve ER wait times and provide pre-operative antimicrobial coverage. All but one of the eleven indicator targets were met. We acknowledge that patient quality and safety is an ongoing process as evidenced by the inclusion of medication reconciliation as an indicator in this year's LWDH's 2014/15 Quality Improvement Plan.

Our Quality Improvement Plan provides us with the necessary framework and roadmap to guide us on our journey towards quality improvement. Our staff, patients and their families play an integral role in shaping our hospital services in order to provide the safest patient care possible.







## *Sexual Assault /Partner Abuse & Safe Kids Program*

“Victims of Violence” was a feature article in the Jan/Feb issue of the RAO Journal which highlighted the work being done by nurses for victims of sexual/domestic violence. Kathleen Fitzgerald, Program Manager at LWDH and Lori Green from the La Verendrye Hospital in Fort Frances, were two of the nurses featured in the article. As part of the program’s mandate, Kathleen and Lori, in their respective hospitals, have taken the lead in assisting nurses in the provision of care to sexual assault victims. This outreach support has included educational sessions as well as phone consultation. The collaboration between the LWDH and La Verendrye Hospital programs has improved services closer to home for the victims of the Rainy River area.

The Ontario Sexual Assault/Domestic Violence Network celebrated 25 years of service to the people of Ontario. The RAO article was an excellent celebration of the work the nurses working in the 35 programs have been doing over its many years of existence. The program at LWDH has been running for 19 years with a team of dedicated nurses.

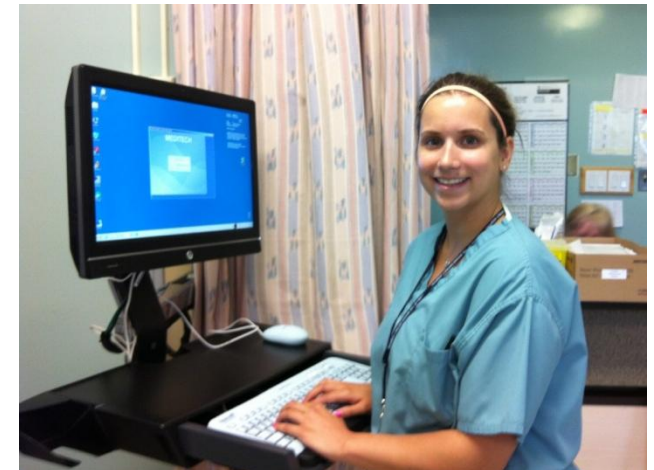
## *Meditech Implementation*

On June 1, 2013 Lake of the Woods District Hospital (LWDH) connected to the region’s shared hospital information system, making the North West Local Health Integration Network (LHIN) the first region in the province with a shared regional hospital information system used by all its hospitals. With the addition of LWDH, all 13 hospitals in the Northwest are now connected to the regional hospital information system, further improving access to hospital-based patient information for clinicians. The region’s shared hospital information system improves patient care and outcomes by making clinical information about the patient’s care available to clinicians in one single view. For patients moving between hospitals in the Northwest, the shared hospital information system enables patient health information to be available, allowing continuity of care to be maintained from one facility to another. “Considering our 13 hospitals are spread out over an area the size of France, improving timely access to patient information is vital to providing high quality patient care.”

Phase I Modules went live June 1, 2013 and included Admissions (ADT), Billings & Accounts Receivable (B/AR – patient billing), Imaging & Therapeutic Services (ITS), Medical Reports/Health Records (MRI), Electronic Medical Record (EMR).

Modules scheduled for 2014 include Community Wide Schedule (CWS), Operating Room Management (ORM), Patient Care System (PCS) – electronic documentation, Pharmacy (PHA), Laboratory (LAB and Order Entry (OE).

Samantha Smith,  
training on one of the  
new COW’s -  
“Computer on  
Wheels”.







Brad, Edie, Manager of Pharmacy with Lindsay Williams,  
Staff Pharmacist



Brig Loeppky, Manager of Quality/Risk/Education/Telemedicine with  
Keisha Seymour, Co-op Student

## *Antimicrobial Stewardship at LWDH*

The Pharmacy Department in coordination with the Infection Control Department and the Laboratory have begun the development of an Antimicrobial Stewardship Program at the Lake of the Woods District Hospital. Antimicrobial Stewardship is an important patient safety initiative for reducing the unintended consequences of inappropriate antimicrobial drug use, including toxicity and the development of resistance.

Guidelines for the Empiric Use of Antibiotics have been developed and distributed to all physicians and nurses to help encourage the appropriate use of antibiotics. Physicians have been surveyed to assess their perceptions on antimicrobial stewardship. All pharmacists have completed the OPA Antimicrobial Stewardship Course and are now monitoring culture and sensitivity reports to ensure that the correct antibiotic has been prescribed. The Committee is meeting on a regular basis to plan the next step in this Required Organizational Practice.

## *LWDH Recognizes that the Education of Students is our Future*

The Education Department at LWDH is committed to supporting the education of students from a variety of educational facilities ranging from high schools, universities and colleges. All students require a hospital orientation and frequently require the coordination of mentorship. Student placements are arranged in clinical areas such as patient care units, diagnostic imaging, laboratory services, physiotherapy and in mental health. We have an ongoing partnership with the Northern Ontario School of Medicine, Lakehead University and Confederation College in order to provide a practice placement where nursing, midwifery and medical students can apply their knowledge to practice, learn key skills and achieve the required competencies for registration. The hospital recognizes that the education of students is necessary and valuable as a succession planning strategy. The Co-op Program has provided hospital experience to 9 high school students and in total, LWDH has accommodated 96 students this year.

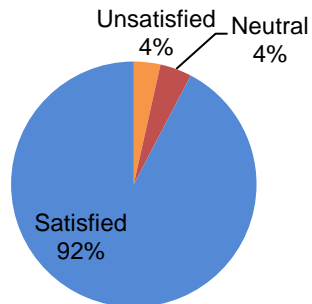




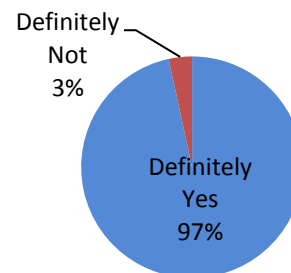
## *Patients tell us about the Care they receive*

Lake of the Woods District Hospital regularly surveys our hospital patients about the care they receive. We always do our best to meet our patient's needs. Most of the time we do very well, sometimes we realize we could have done better. Highlights of our 2013 patient satisfaction survey were:

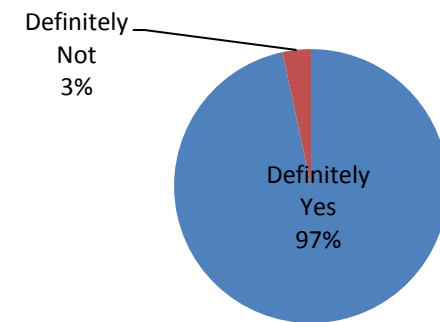
**I would rate my overall satisfaction with my experience with the hospital:**  
**2013**  
(286 Respondents)



**If I needed to be in hospital again I would feel comfortable to return to this hospital:**  
**2013**  
(309 Respondents)



**I would recommend this hospital to a friend or family member:** 2013  
(310 Respondents)





## *Nutrition & Food Services Renovations*

The Nutrition & Food Service Department always works hard to provide delicious and nutritious meals to patients, staff and visitors. We recently underwent a renovation and removed the beltline from the middle of the kitchen. A new workspace was created, affectionately known as “The POD”. The principal of The POD is to utilize LEAN practices by having all items required to assemble a patient tray within arm’s reach of the employee. No more running for forgotten items!

The goal is to eventually roll out a Room Service Program which will allow for patients to call the kitchen and order meals that are specific to their diet order when they are hungry. This will encourage people to eat a nutritious meal and aid in their recovery. It has been proven that optimal nutrition will help patients avoid extended stays in hospitals and reduce the likelihood of readmissions. This is achieved by giving patients some control over their food selections and meal times. We will also see a considerable decrease in food waste and we can utilize those savings to improve our department even more.

The Nutrition and Food Services department is excited to pioneer such a meal delivery system that will far exceed the traditional food service that is provided by most hospitals. Room Service is a trend that is slowly becoming mainstream in larger cities and the optimistic results and feedback are proof positive that this is the way Food Service is meant to be in a Healthcare Facility.



*Before*



*After*





## *LWDH Foundation Board Chair Report*

I am very pleased to report that the Lake of the Woods District Hospital Foundation has enjoyed another successful year. We are proud to confirm that we were able to transfer \$744,671.66 during the last fiscal year. All of our donors and community partners deserve a huge pat on the back for making this remarkable achievement possible.

This transfer purchased a variety of equipment including but not limited to: Biosafety equipment, Anesthetic machines, Lap Chole instruments, Dialysis chairs, an Ultra Centrifuge, pressure infuser and numerous other pieces of important equipment and instruments.

The Diagnostic Imaging Project is now winding down. Our goal to raise \$1 million to bring Digital Mammography and X-Ray to Kenora has largely been achieved. Phase 1 was completed with the arrival of Digital Mammography at the cost of \$430,000. We are pleased to advise that the next phase will soon be completed when the full digital X-Ray equipment arrives. We have already transferred close to \$900,000 for the DI Project with another \$120,000 outstanding upon delivery of the final piece of digital X-ray equipment. We hope to raise that amount over the next year with continued community involvement. The local support of this campaign is overwhelming and although our whole community has chipped in, special recognition is well deserved for our very own Dragon Tamers, the "Boobie Nights" Team, Hockey for Health and the Kenora Legion for their ongoing efforts on this very important campaign.

The Foundation achieves most of our annual funds from five key events. The Tree of Life campaign once again raised an amazing \$48,000. As always, a special thanks to Alice Jardine who started this program over 25 years ago. It is still going strong.

Our annual MNP golf tournament raised \$57,000 even with a rain out, which tells you how dedicated those participants are. Our annual Lifesavers Dinner at the Yacht Club organized for the last 8 years by Bob and Nikki has now been handed over to the very capable "Ladies of the Lake"! New ideas and energy are being added to this stellar summer extravaganza. This event alone contributes over \$110,000 annually to the Foundation. Our two newest events are Hockey for Health and Boobie Nights which raised \$34,000 and \$60,000 respectively. They have now become two of the most popular events in the community.

The Lake of the Woods District Hospital Foundation was established in 1992. Our Board presently has 9 members with a great range of experience and enthusiasm. I have enjoyed working closely with Steve Marquis, Vice Chair, Steve Lundin, Executive Member, Claudette Edie, Bill Scribilo, and Mitchell Boulette. I am also very excited to introduce our newest board members Kayla Renaud, Andi Scheibler, and Wil Derouard.

The Foundation's mission is to raise funds for the purchase of medical equipment and capital infrastructure. Since our inception in 1992 we have transferred over \$15 million to our local hospital. This money is all raised locally and is proof that we are all part of a great and giving community that cares.

Our board would like to thank Jess Rheault, our Managing Director and new staff member Lindsay Whittaker. They are exceptional and the dedication and passion they have for our Foundation and of course our hospital, shines through every day.

On behalf of the board of directors and staff of the Lake of the Woods Hospital Foundation, I would like to express my gratitude for the generosity of all our donors which has once again resulted in another very successful year for the Foundation. Together we are truly "Helping your hospital help you".

A handwritten signature in black ink, likely belonging to Gary Forsyth.

Gary Forsyth  
LWDHF Board Chair 2013-2014







## *LWDH Auxiliary Committee Representatives Report*

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

Our membership totals 111 adult memberships. They have continued to support our hospital with fundraising to purchase much needed equipment. A total of 8100 volunteer hours were given generously by our members.

Our major fundraiser continued to be the H.E.L.P.P. Lottery Kiosk which includes the Retired Railroaders group raising a total of \$83,538 part of which was used to purchase a Fetal Monitor for \$24,054; a Low Temperature Sterilizer for \$28,019 and a Urinalysis Analyzer for \$15,000. This was followed by the Gift Shop, Tag Day, Bake Sales and Donations which amounted to \$24,604 part of which was used to purchase a Pediatric Immobilizer for \$5,247 and a Microtome for \$5,634. It should be noted that since 1990, H.E.L.P.P. has raised just under \$3,000,000.

The Auxiliary realizes and thanks the Hospital Staff for their continued support of the Gift Shop as they are the Gift Shop's best customers. Handbags still continue to be one of the Gift Shop's biggest items as well as snack food, pop, water and toiletries which are well received by staff, patients and visitors. A fridge was purchased for the Gift Shop enabling us to carry a wide variety of cold beverages. We appreciate all of the assistance given by the Gift Shop volunteers in assisting in a smooth running Gift Shop as well as helping us with inventory and putting out and putting away the Christmas stock.

As our thanks, the Auxiliary will be hosting a Staff Appreciation Day on June 13, 2014 at the Hospital for the staff to enjoy.

Knitting for the Gift Shop includes dishcloths, sweaters, scarves, baby sets, shawls, afghans, slippers, baby quilts, stroller covers, socks, toques, stove towels, shrugs, knitted dolls, hats and mittens (regular and thumbless) for both children and adults. Cap and bootie sets totalled 360. Maternity was given 134 sets for all newborns and at Christmas, 25 babies sported our red caps.

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

Visiting teams also visit Auxiliary members in the Hospital, Birchwood and Pinecrest on a regular basis. Get Well, Sympathy and Thinking of You cards are also sent.

Speakers are arranged for our general meetings.

The HAAO Convention in Toronto was attended by one of our members.

Reports on our Auxiliary continue to be mentioned in our local newspaper.

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

In closing, we as Committee Representatives would like to thank all executive members, committee and convenors as well as all those who have been supportive over the past year. We have many dedicated, thoughtful, talented and caring people in our Auxiliary. The Auxiliary always appreciates the relationship they have with the Hospital Administration and the entire staff who are always willing to accommodate our requests and for their appreciation of what we do.

Respectfully Submitted,

Pat Funk  
Evelyn Conlon  
Brenda Socholotuk





## Summary of Operating Results:

### For the Period Ended March 31, 2014

	<u>2014</u>	<u>2013</u>
<b>REVENUE</b>		
Ministry of Health and Long-Term Care/LHIN	33,580,847	\$32,706,260
Patient revenue from other payors	2,710,313	2,767,747
Preferred accommodation and co-payment revenue	269,422	293,086
Other revenue and recoveries	2,977,787	3,341,651
Amortization of grants & donations for equipment	655,608	651,403
<b>Total Hospital Operating Revenue</b>	<b>\$40,193,977</b>	<b>\$39,760,148</b>
Other programs administered by the Hospital	6,290,704	6,089,715
	<b>\$46,484,681</b>	<b>\$45,849,863</b>
<b>EXPENSES</b>		
Salaries, wages and employee benefits	25,959,655	\$25,766,706
Medical staff remuneration	5,275,805	5,392,631
Supplies and other expenses	5,239,345	5,365,201
Medical and surgical supplies	1,123,978	1,071,697
Drugs	1,527,311	1,225,581
Amortization of Equipment	878,945	825,682
Bad Debts	30,160	23,250
<b>Total Hospital Operating Expenses</b>	<b>\$40,035,199</b>	<b>\$39,670,748</b>
Other programs administered by the Hospital	6,290,704	6,089,715
	<b>\$46,325,903</b>	<b>\$45,760,463</b>
<b>Surplus before amortization related to buildings</b>	<b>158,778</b>	<b>\$89,400</b>
Amortization of buildings	(1,027,340)	(976,917)
Amortization of deferred contributions for buildings	679,941	751,788
<b>Surplus for the year</b>	<b>(\$188,621)</b>	<b>(\$135,729)</b>

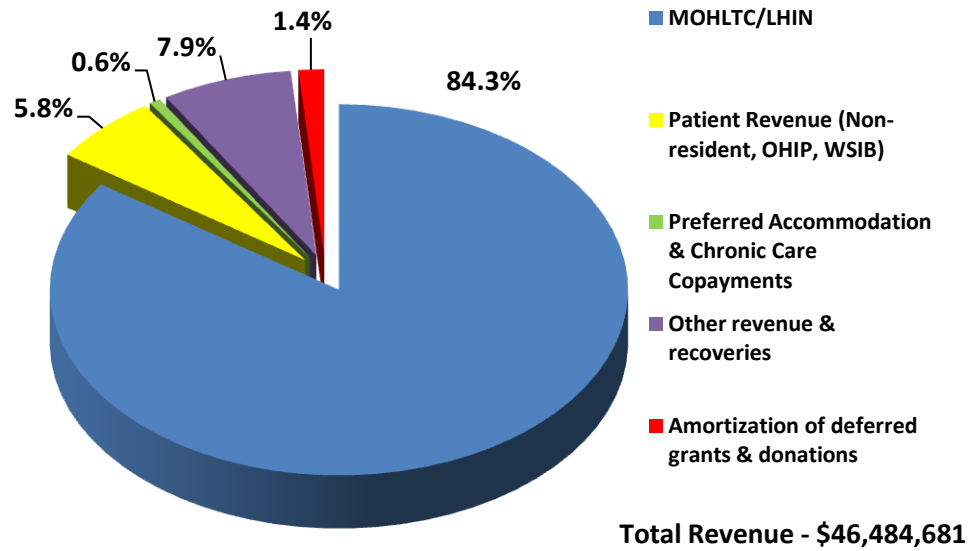
The audited financial statements are available in their entirety on the Lake of the Woods District Hospital website at [www.lwdh.on.ca](http://www.lwdh.on.ca)



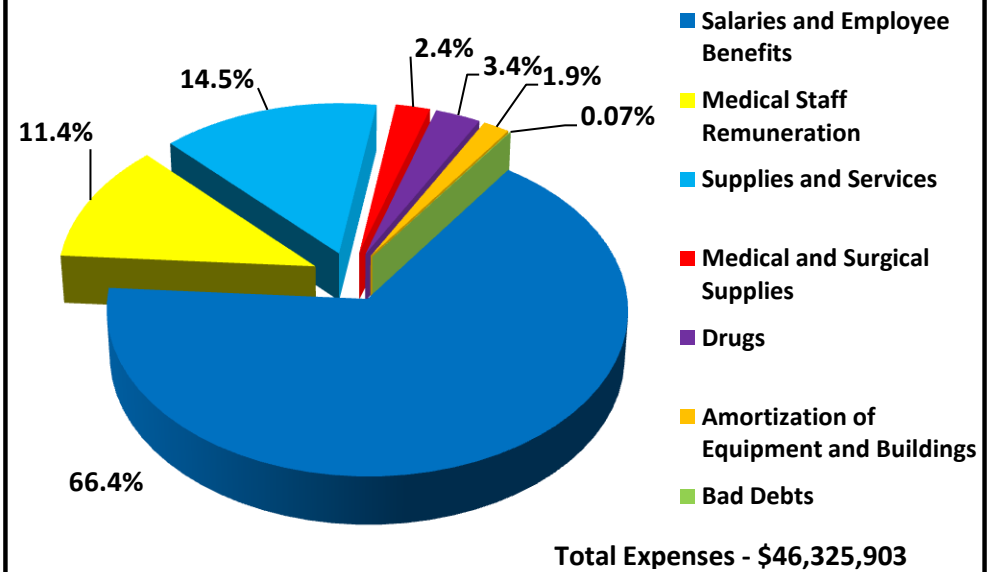




### 2013-14 Operating Revenue Sources



### 2013-14 Operating Expenses





## Hospital Admission and Treatment Statistics:

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





## *Board of Directors*

Betty Anderson	Director
Mark Balcaen	Secretary/Treasurer/ Ex-officio Director
Dean Carrie	Director
Kathy Dawe	Ex-officio Director
Geraldine Kakeeway	Director
Dr. J.K. MacDonald	Ex-officio Director
Dorothy Monteith	Director
Harmony Redsky	Director
Joan Reid	Board Vice Chair
Fred Richardson	Board Chair
Dr. Rob Scatliff	Ex-officio Director
Dr. Mandy Spencer	Ex-officio Director
Theresa Stevens	Director

## *Senior Management*

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







## Department Managers

Katrina Belair  
Richard Bootsvelde  
Brock Chisholm  
Merv Copenace  
Judy Cottam  
Brigitte Loeppky  
Brent Dionne  
Brad Edie  
Kathleen Fitzgerald

Denise Forsyth  
Mary Hall  
Sonia Hill  
Lori Hoppe  
Donna Makowsky  
Cheryl O'Flaherty  
Angela Schussler  
Tracy Stasiuk  
Marg Stevenson  
Jodie Saarinen  
Patty Tittlemier

### Extra Global Programs

Patti Dryden-Holmstrom

Craig Marek

Manager, Stores  
Manager, Information Systems  
Manager, Rehabilitation  
Manager, Aboriginal Services and Housing  
Manager, Human Resources  
Manager, Quality/Risk/Education/Telemedicine  
Manager, Respiratory Therapy  
Manager, Pharmacy  
Manager, Ambulatory Care/Chemotherapy/Sexual Assault/Domestic  
Violence/Privacy/Nurse Resource Team  
Manager, Schedule 1  
Manager, Environmental Services/Plant Services  
Manager, Surgical Services  
Manager, Laboratory  
Manager, Medical/Surgical/ICU  
Manager, Finance/Medical Records/Admitting/Switchboard  
Manager, Diagnostic Imaging/EKG  
Manager, Maternity/CSR  
Manager, Emergency/Stroke Strategy/Dialysis  
Manager, Nutrition & Food Services  
Manager, Complex Continuing Care/Adult Medicine/Pediatrics

Manager, Youth Addictions, Early Years Program, Post Custody  
Enhancement Program, Morningstar Centre and MECCA services  
Manager, Central Ambulance Communications Centre (CCAC)



## Medical Staff

Dr. R. Bains  
Dr. D. Barber  
Dr. J.E. Beveridge  
Dr. B. Bowerman  
Dr. I. Burron  
Dr. M. Carlisle  
Dr. C. Czajka-Fedirchuk  
Dr. B. Daly  
Dr. R. Diamond  
Dr. S. Foidart  
Dr. C. Hammett  
Dr. J. Hammett  
Dr. K. Harris  
Dr. H. Hristov

Dr. J. Kroeker  
Dr. D. Kyle  
Dr. R. Lass  
Dr. J. Kelly MacDonald  
Dr. J. Kerry MacDonald  
Dr. S. Pedersen  
Dr. S. Reed-Walkiewicz  
Dr. J. Retson  
Dr. S. Sas  
Dr. C. Scaife  
Dr. R. Scatliff  
Dr. L. Snyder  
Dr. M. Spencer  
Dr. J. Spielman

Dr. J. Vaudry  
Dr. Dan Walters  
Dr. Dana Walters  
Dr. T. Wehner  
Dr. S. Wiebe  
Dr. C.M. Workman  
Dr. U. Zahlan

W. Peterson, Registered Midwife  
K. Graff, Registered Midwife

## Dental Staff

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

## Locum Tenens

Dr. S. Bryan      Anesthesia  
Dr. R. Dan      Radiology  
Dr. R. Dhaliwal      Family Medicine  
Dr. S. Galinski      Family Medicine  
Dr. P. Garces      Radiology  
Dr. D. Golev      Radiology

Dr. J. Illman  
Dr. R. Kiz  
Dr. S. Moore  
Dr. A. Shaikh  
Dr. M. Vivian

Radiology  
Emergency Department  
Emergency Department  
Radiology  
Radiology

## Visiting Specialists/Courtesy Privileges

Dr. K. Anderson      Family Physician  
Dr. A. Angel      Endocrinology  
Dr. W. Aniol      Family Physician  
Dr. M. Anthes      Oncology  
Dr. M. Aubrey      Rheumatology  
Ms. T. Bennett      Nurse Practitioner  
Dr. T. Blydt-Hansen      Pediatric Nephrology  
Dr. K. Bozyk      Family Physician  
Dr. A. Chan      Oncology  
Dr. M. Chu      Family Physician  
Ms. L. Desrochers      Nurse Practitioner  
Dr. D. Dueck      Oncology  
Ms. E. Duggan      Nurse Practitioner  
Dr. M. Fast      Neurology  
Dr. Y. Gagnon      Family Physician  
Ms. L. Galusha      Nurse Practitioner

Dr. L. Habermehl      Family Physician  
Dr. P. Harland      Pediatrician  
Ms. J. Hartwick      Nurse Practitioner  
Dr. D. Henderson      Radiology  
Dr. D. Hoffman      Orthopedics  
Dr. L. Hurst      Dermatology  
Dr. Y. Khan      Family Physician  
Dr. N. Laferriere      Oncology/Hematology  
Dr. W. Loewen      Family Physician  
Dr. K. Mazurski      Family Physician  
Dr. T. McGregor      Urology  
Ms. L. Morrissey      Nurse Practitioner  
Dr. P. Orth      Family Physician  
Ms. K. Patrick      Nurse Practitioner  
Ms. B. Pernsky      Nurse Practitioner  
Dr. M. Polle      Family Physician

Dr. J. Porter      Orthopedics  
Dr. D. Provan      Family Physician  
Dr. K. Ramchandar      Oncology  
Ms. J. Roberts      Nurse Practitioner  
Dr. D. Sicheri      Oncology  
Dr. K. Simpson      Oncology  
Dr. M. Thomas      Family Physician  
Dr. J. Van der Zweep      Ophthalmology  
Dr. D. Vergidis      Oncology/Hematology  
Ms. C. Wilson      Nurse Practitioner  
Dr. D. Zielke      Family Physician

