



Hôpital Notre-Dame Hospital (Hearst)

# 2015-2016 Annual Report



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# Report of the Board Chair and the Chief Executive Officer



In 2012, the Hôpital Notre-Dame Hospital (Hearst) adopted a five-year strategic plan for continuous improvement of the quality of care and the efficiency of clinical services through the development of five strategic axes. Throughout

the year, the various teams at Hôpital Notre-Dame Hospital (Hearst), as well as the Board, have aligned their activities to those guidelines in order to continually improve the quality of care while preserving the range of care and services provided. We are pleased to offer you a report on the activities for the year 2015-2016.

## Strategic Axe No. 1: Ensuring patient-focused care

We are extremely proud that, despite an increase of only 1% to the core funding received from the Ministry of Health and Long-Term Care, we have managed to maintain all services while balancing our budget.

During this past year, the Hospital continued its journey towards an integrated process of quality of care, patient safety and risk management. This process serves to minimize harm to the patient (safety) while ensuring quality care and services based on best practices (quality). For example, we have implemented the tools such as the operational plan, the strategic scorecard and the “Patient Order Sets” software.

The Accreditation Canada program is another initiative that enables our hospital to achieve the objectives of its strategic plan and to continually improve. We are proud that after the last visit from Accreditation Canada in November 2015, the Hospital was granted accreditation for the next four years. We have demonstrated that our facility is in compliance with 90% of the Required Organizational Practices (ROPs), thereby reinforcing a patient-safety culture. This success is the result of collective efforts, various quality improvement initiatives aimed at quality care, and to the fact that we “live” our mission on a daily basis. Accreditation Canada is an independent national organization dedicated to the continuous improvement of health care in Canada.

## Strategic Axe No. 2: Acting as the unifier of partners in health

A review of the patient discharge planning process, including clarifying the role of community health partners in this planning, was initiated last year and will remain a priority for 2016-2017. It is essential that there be a continuum in the delivery of care for users of community health care services, so that everyone receives the right care at the right time, in the right place and at the right price, as advocated by the North East LHIN.

The Aging at Home program offered fall prevention workshops to seniors, developed new services in Mattice-Val Côté and has continued working with other agencies in order to help frail people stay in their homes.

The community paramedics program was launched. This home visiting service provided by paramedics aims to prevent hospital readmissions and to help break the isolation of at-risk patients.

### **Strategic Axe No. 3: Creating an engaging workplace in which our values are expressed**

The recruitment and retention of staff and health professionals remain a challenge for our organization. Various initiatives have been undertaken, such as the review of the job descriptions, the set-up of a “talent grid” and the development of succession plans. Professional development activities and training were made available to the staff, management and members of the Board of Directors.

### **Strategic Axe No. 4: Developing an environment open to the Native community**

The Aboriginal navigator position of the Family Health Team greatly helps Aboriginal patients who rely on the Hospital's external and internal services. The Aboriginal navigator also serves as a resource person for educating staff and Board members on the Aboriginal culture. In light of this, the Board of Directors approved this year that the Hospital partially subsidizes the Aboriginal navigator service.

### **Strategic Axe No. 5: Being an active member of our communities**

A communication plan is now used to guide us to ensure that communities are well informed about the activities, the programs and the services of their hospital. Tools such as Facebook and our website are used as effective methods for sharing this information.

Again this year, we were able to count on the exceptional generosity of community members, whose donations, along with the work of the Hôpital Notre-Dame Hospital Foundation, the Hôpital Notre-Dame Hospital Auxiliary and Thunder Bay Hospital Foundation, enabled the completion of projects that make our infrastructure more welcoming, more comfortable and safer for our patients and which allowed us to work with equipment at the cutting edge of technology.

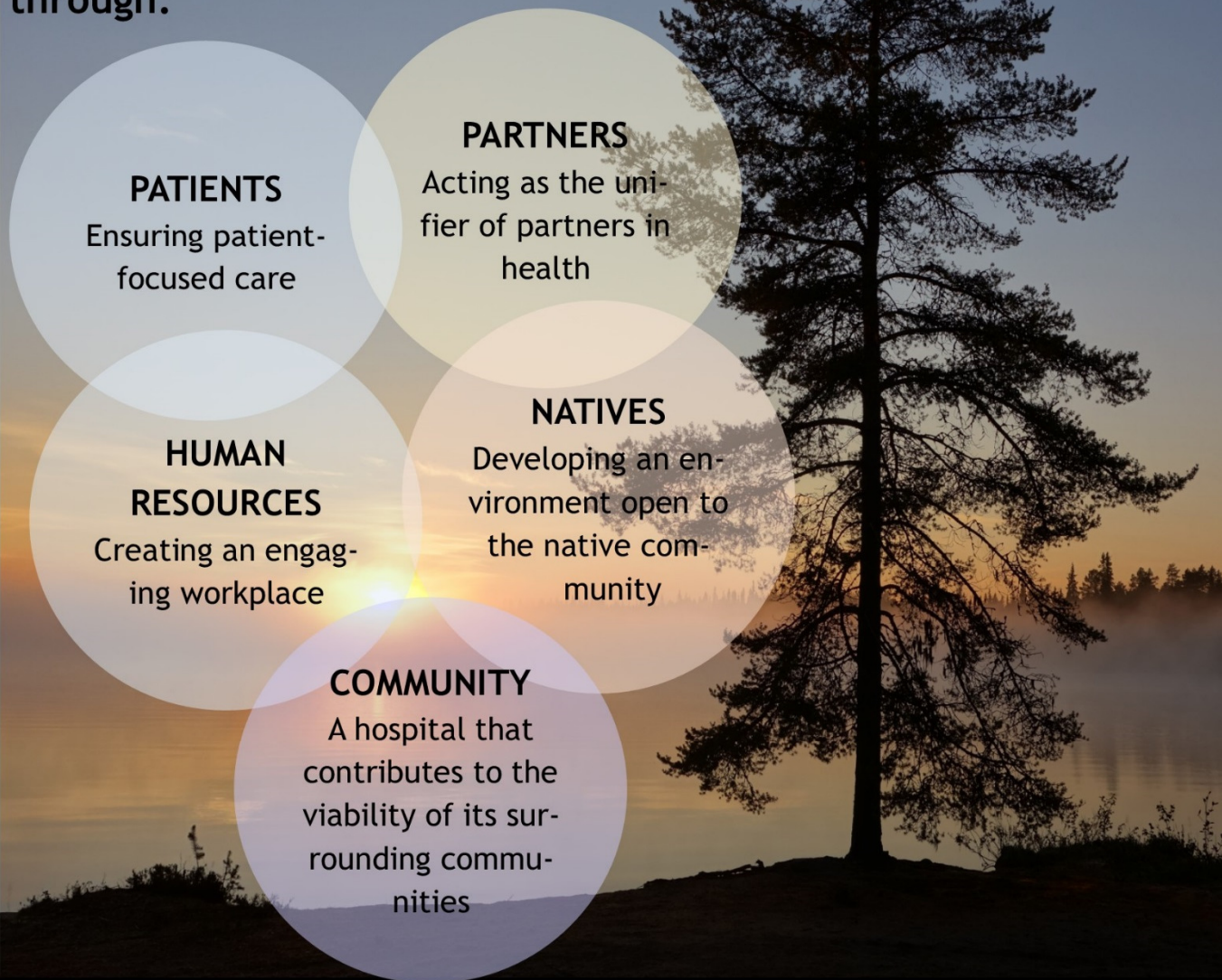
We thank all physicians, employees and volunteers of our hospital, as well as senior executives and members of the Board of Directors, for their exemplary work which ensures the community receives the excellent health care services it deserves.



## Strategic Axes

Hôpital Notre-Dame Hospital contributes to improving the health of our communities through a leadership rooted in partnerships.

HNDH ensures ongoing improvement of the quality of care and the clinical services performance through:



The efficient delivery of care requires that a series of strategic foundations be put in place such as:

- State-of-the-art infrastructures and technologies
- Financial sustainability

Learn more about  
Hôpital Notre-Dame Hospital's  
Strategic Plan  
[www.ndh.on.ca](http://www.ndh.on.ca)

# Members of the Board of Directors 2015-2016



Suzanne Rheault  
Board Chair



Gilles Samson  
Board Vice-President



Maurice Tanguay  
Treasurer



D' Richard Claveau  
Chief of Staff



D'e Lianne Gauvin  
President - Medical Staff



France Dallaire  
CEO / Secretary



Nadia  
Boissonneault-Alary



Michel  
Brière



Marielle  
Carbonneau



Louise  
Gauthier-Brisson



Elizabeth  
Howe



Lynda G.  
Morin



André  
Réaume



Tania  
Vaillancourt





## Report from the Chief of Staff

My first year as acting Chief of Staff is already at its end, and what a learning experience it's been! I must admit that when I accepted the position, never had I imagined taking part in as many meetings, discussions, and training sessions, but I nonetheless enthusiastically take on the challenge and plan on always giving it my 100%.

Over the past few years, our team of eight doctors has managed to sign-up all awaiting patients in our community and I am convinced that it will be beneficial to the health of our population. We should be proud to be one of the few communities in Ontario who can boast about having all their residents assigned to a family physician.

We continue to provide excellent service thanks to our health care team and our many visiting and telemedicine specialists. In addition to offering a 24-hour emergency service, our hospital also provides surgery, obstetric, anesthesiology and endoscopic services while providing services to internal patients needing advanced care.

A project we are hoping to bring forth this following year is the hospitalist program where a single physician is responsible for all inpatients a full week at a time. This model ensures continuous and complete multidisciplinary care. It is also important to mention our continued partnership with the Nord-Aski Family Health Team which enables us to reach our goal of making patient's needs the focus of the medical care team.

The collaboration between our health care personnel and locum physicians allows us to maintain the services offered at the hospital and to the community. We could not succeed without the help and support of our nursing staff and all other team members from the following departments: ambulance services, medical imaging, physiotherapy, laboratory, respiratory therapy, food services, medical device reprocessing, laundry, housekeeping and administration. We sincerely thank you and appreciate your hard work and dedication.

In conclusion, I wish to continue to honourably represent my colleagues as a board member of Hôpital Notre-Dame Hospital and I would like to take this opportunity to thank them for their ongoing support.



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### Did you know that...

Our medical staff consists of:

- 8 active physicians
- 16 consulting physicians
- 12 locum physicians/surgeons

In addition to 1,043 consultations via Telemedicine.

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## Report of the Hospital Auxiliary

For the year 2015-2016, a total of 500 members of the Auxiliary, of which 45 are active, have contributed 3,025 hours to the Gift Shop.

Our contribution to the Hospital totalled just over \$20,000. This year our contribution went towards completing the purchase of new television sets for our third floor patients. Furthermore, we have completed the reimbursement of the \$40,000 debt toward the relocation of our new Gift Shop.

Our Open House held on November 8, 2015, has again attracted a large number of people. Faithful volunteers provided pastries to be sold. Great items were also on sale at the Gift Shop. Draw tickets for the Christmas stocking filled with lottery tickets were also available. Thanks to the overwhelming participation of the community, this fundraiser was once again very successful this year.

The Gift Shop continues to offer a variety of products thanks to acquisitions made by Ginette Cloutier-Larose and Jeanne-Mance Lacroix. Dedicated volunteers ensure that the Gift Shop is able to maintain regular business hours for our shoppers. The profits from our Gift Shop are returned to hospital in equipment donations.

Our other sources of funding are the sale of \$3 membership cards in the fall and the sale of the HELLP (Nevada-type) tickets at Le Caprice convenience store.

In May, during Canada Health Day, Grade 1 students from the area went to the hospital for a guided tour organized by our Auxiliary with the excellent collaboration of the hospital staff.

Our Annual General Meeting was held on June 2, 2015. We took the opportunity to honour the volunteers who dedicate themselves to our association and who make sure that we can provide quality services. We highlighted the involvement of the following volunteers: 5 years - Marcelle Bray, Rachel Boulanger and Denise Baril; 15 years - Nicole Blier; 20 years - Carmelle Lamontagne.

In June 2015, a \$350 bursary was awarded to a student from École secondaire catholique de Hearst who is pursuing post-secondary education in the field of health.

In December, Nicole Blier was awarded the title of Volunteer of the Year at the hospital in the program "Putting Heart at Work".

As tradition goes, we gave patients treats or flowers on special days such as Valentine's Day, Easter, Hallowe'en and other holidays. On Christmas morning, we visited patients with a small present. We also offered Christmas gifts to the residents on the second floor at their Christmas party.

Hôpital Notre-Dame Hospital Auxiliary is doing well.

We thank all our volunteers, men and women, who are so dedicated and so generous with their time.

A special thanks goes out to Lina Gosselin for her valuable and much needed assistance. Thank you to all the staff for their work so vital to our job as volunteers.

To the Hôpital Notre-Dame Hospital (Hearst) Board members, know that your interest and support are sources of motivation for us.

Many thanks to those who give freely and generously.

Marielle Carbonneau  
President and Board Member Auxiliary Representative

**Executive Committee of the Auxiliary  
2015-2016**

**President:** ..... Marielle Carbonneau  
**Vice-president:**.....Marcelle Bray  
**Secretary:** ..... Stella Roy  
**Treasurer:**..... Ginette Cloutier-Larose  
**Board of Directors Representative:** ..... Marielle Carbonneau  
**Gift Shop and Volunteer Services:** ..... Angéline Lacroix  
**Young Volunteers:**..... Olive Côté  
**Member recruitment and library:** ..... Denise Séguin  
**Public relations and photographs:**.....Marcelle Bray  
**First Graders' Tour and various parties:** ..... Nicole Blier



# Annual Stats

|   | 2015-2016 | 2014-2015 | 2013-2014 |
|---|-----------|-----------|-----------|
| Number of patients admitted             | 637       | 654       | 684       |
| Number of patient days - Acute Care     | 5,514     | 5,992     | 6,198     |
| Number of patient days - Long-Term Care | 7,582     | 7,559     | 7,540     |
| Births                                  | 66        | 52        | 77        |
| Surgical procedures - inpatients        | 64        | 55        | 78        |
| Surgical procedures - outpatients       | 910       | 825       | 858       |
| Number of visits - Ambulatory Services: |           |           |           |
| • Electrocardiogram                     | 1,920     | 2,035     | 1,969     |
| • Medical Imaging                       | 6,254     | 7,367     | 5,853     |
| • Laboratory                            | 14,185    | 15,132    | 11,228    |
| • Clinical Nutrition                    | 719       | 319       | 301       |
| • Physiotherparay                       | 5,197     | 5,193     | 4,502     |
| • Respiratory Therapy                   | 391       | 492       | 521       |
| • Emergency                             | 11,599    | 12,985    | 13,474    |
| Number of visits - Specialty Clinics    | 5,013     | 5,072     | 4,562     |
| Number of ambulance calls               | 1,113     | 1,250     | 1,001     |

## Did you know that...

17,378 meals were served by the hospital's kitchen last year.



LAST YEAR,  
88,778 KG / 95,722 LBS  
OF LAUNDRY WAS  
WASHED AT THE  
HOSPITAL.



# Summary Statement of Financial Position

## HÔPITAL NOTRE DAME HOSPITAL (HEARST)

### SUMMARY STATEMENT OF FINANCIAL POSITION

MARCH 31, 2016

|   | 2016                 | 2015                 |
|---|----------------------|----------------------|
| <b>ASSETS</b>                             |                      |                      |
| <b>CURRENT ASSETS</b>                     |                      |                      |
| Cash                                      | \$ 3,306,191         | \$ 3,981,471         |
| Accounts receivable                       | 540,852              | 619,722              |
| Inventories                               | 199,525              | 209,579              |
| Prepaid expenses                          | 143,737              | 153,400              |
|   | <u>4,190,305</u>     | <u>4,964,172</u>     |
| NOTES RECEIVABLE                          | 76,583               | 87,583               |
| INVESTMENTS                               | 1,006,698            | -                    |
| CAPITAL ASSETS                            | 10,683,935           | 10,809,013           |
| PROJECTS IN PROGRESS                      | 48,067               | 48,113               |
|   | <u>\$ 16,005,588</u> | <u>\$ 15,908,881</u> |
| <b>LIABILITIES</b>                        |                      |                      |
| <b>CURRENT LIABILITIES</b>                |                      |                      |
| Accounts payable and accrued liabilities  | \$ 2,709,731         | \$ 2,340,056         |
| Deferred grants                           | 470,216              | 579,180              |
| Current portion of long-term debt         | 32,700               | 31,400               |
|   | <u>3,212,647</u>     | <u>2,950,636</u>     |
| DEFERRED CONTRIBUTIONS AND CAPITAL GRANTS | 151,617              | 115,029              |
| DEFERRED CAPITAL CONTRIBUTIONS            | 7,537,996            | 7,820,481            |
| LONG-TERM DEBT                            | 379,570              | 411,957              |
| POST-EMPLOYMENT BENEFITS                  | 1,934,267            | 1,821,322            |
|   | <u>13,216,097</u>    | <u>13,119,425</u>    |
| <b>NET ASSETS</b>                         |                      |                      |
| INVESTED IN CAPITAL ASSETS                | 2,733,669            | 2,545,175            |
| UNRESTRICTED SURPLUS                      | 55,822               | 244,281              |
|   | <u>2,789,491</u>     | <u>2,789,456</u>     |
|   | <u>\$ 16,005,588</u> | <u>\$ 15,908,881</u> |

# Summary Statement of Operations and Net Assets

## HÔPITAL NOTRE DAME HOSPITAL (HEARST)

### SUMMARY STATEMENT OF OPERATIONS AND NET ASSETS

YEAR ENDED MARCH 31, 2016

|   | Budget<br>(Unaudited) | 2016<br>Actual      | 2015<br>Actual      |
|---|-----------------------|---------------------|---------------------|
| <b>REVENUES</b>   |                       |                     |                     |
| North East LHIN   | \$ 12,970,600         | \$ 13,100,296       | \$ 12,970,173       |
| One-time funding  | 786,810               | 757,729             | 693,611             |
| Cancer Care Ontario   | 195,000               | 298,918             | 220,736             |
| Amortization of deferred capital contributions  |                       |                     |                     |
| - equipment   | 92,900                | 129,514             | 171,116             |
| Recoveries and miscellaneous  | 1,333,050             | 1,421,835           | 1,343,354           |
| Patient related   | 570,700               | 519,625             | 616,417             |
| Differential and co-payment   | 430,000               | 431,757             | 374,758             |
| Special projects - Paymaster  | -                     | -                   | 27,435              |
|   | <u>16,379,060</u>     | <u>16,659,674</u>   | <u>16,417,600</u>   |
| <b>EXPENSES</b>   |                       |                     |                     |
| Salaries and wages  | 8,914,653             | 8,596,143           | 8,859,768           |
| Medical staff remuneration  | 700,100               | 670,682             | 670,418             |
| Employee benefits   | 2,549,500             | 2,679,677           | 2,680,545           |
| Supplies and other expenses   | 2,949,532             | 3,182,123           | 2,784,751           |
| Drugs, medical and surgical supplies  | 814,300               | 868,414             | 881,890             |
| Interest on long-term debt  | -                     | 21,462              | 22,975              |
| Amortization of equipment   | 652,390               | 589,564             | 595,069             |
| Special projects - Paymaster  | -                     | -                   | 27,435              |
| CLFN - Aging at home  | 20,100                | 21,016              | 19,629              |
| Net building amortization   | 62,300                | 30,558              | 29,792              |
|   | <u>16,662,875</u>     | <u>16,659,639</u>   | <u>16,572,272</u>   |
| <b>EXCESS OF REVENUES OVER EXPENSES<br/>(EXPENSES OVER REVENUES),<br/>BEFORE OTHER PROGRAMS</b> |                       |                     |                     |
|   | <u>(283,815)</u>      | <u>35</u>           | <u>(154,672)</u>    |
| <b>OTHER PROGRAMS</b>   |                       |                     |                     |
| Revenues  | 1,989,438             | 2,004,868           | 1,990,853           |
| Expenses  | <u>(1,989,438)</u>    | <u>(2,004,868)</u>  | <u>1,990,853</u>    |
|   |                       |                     |                     |
| <b>EXCESS OF REVENUES OVER EXPENSES<br/>(EXPENSES OVER REVENUES)</b>                            |                       |                     |                     |
|   | <u>\$ (283,815)</u>   | <u>35</u>           | <u>(154,672)</u>    |
| <b>NET ASSETS, BEGINNING OF YEAR</b>  |                       |                     |                     |
|   |                       | <u>2,789,456</u>    | <u>2,944,128</u>    |
| <b>NET ASSETS, END OF YEAR</b>  |                       |                     |                     |
|   |                       | <u>\$ 2,789,491</u> | <u>\$ 2,789,456</u> |



## Report of the Chair of the Board of Directors of the HNDH Foundation

Having taken on the position of chairman of the board of the Hôpital Notre-Dame Hospital Foundation in November 2015 and I wish to submit my first annual report for the year 2015-2016. Having worked previously as treasurer of the Foundation for a little over 13 years, I must point out that the generosity and support of the people of our communities year after year never cease to amaze me. It is because of all of you that the Foundation has had this huge success over the years. Many thanks for your help and constant support.

The next page showcases the Foundation's latest achievements. In addition, here are some of its future plans and some projects which are already in progress:

- a gift of \$22,000 from Mrs. Lauryanne Joanis which will shortly be used to renovate the Rona patio entrance in order to make it more accessible to our long-term care residents
- the redesigning of the acute care nursing station (anonymous donation of \$20,000)
- the redesigning of the long-term care residents' lounge (various fundraisers by a group of musicians, totaling \$35,000)
- the redesigning of the acute care lounge on the 3<sup>rd</sup> floor (\$20,000 donation from the Caisse populaire de Hearst)
- the Double Rink Tournament Committee fulfills its \$15,000 pledge towards the Ted-Polnicky Maternity Centre
- a \$5,000 anonymous donation towards a new "mammo paddle" for medical imaging
- replacement of all windows and doors at the Medical Centre, a property owned by the Foundation since the summer of 2012.

The Foundation would not be as successful as it is without the hard work of its coordinator, Marie-Josée Veilleux, of all its volunteers who spontaneously join the team when activities are organized, of all its dedicated staff, and last but not least, all of its board members who work tirelessly for our wonderful cause: André Lehoux, Luc Dupuis, Ginette Dallaire-Longval and France Dallaire.

I thank you from the bottom of my heart for your support during the year and I invite you to continue supporting our beautiful hospital.





955 names have been added to the Birth Wall. Is your name on the wall?

The Claude-Giroux slow-pitch tournament committee has collected \$50,000 for the Claude-Giroux Physiotherapy Centre. Thank you!



Did you know, the Jean-Paul Leduc family from Val-Côté has been giving annually since 1996? When they get together at New Year, they circulate a box for donations to the Foundation. Then a name is drawn at the end of the evening for the tax receipt. Many thanks for this initiative!



More than 7,800 people have seen the news on the Foundation's Facebook page. 546 already like the page. Did you like the page yet?



The Denis-Fortier Family Dining Room welcomes 21 residents twice a day for meals. More than 15,000 meals are served annually in this room! Thank you Mr. Fortier



**Thank you !**



Suzette Lajoie and Ghislain Lacroix have donated \$16,550 towards a room with dual function: palliative and maternity. Many thanks!



The Hearst H.O.G. group celebrated their 20<sup>th</sup> rally and has agreed to a donation pledge of \$20,000. Thank you!

Did you know that this year, 66 babies have been in the new Ted-Polnicky Maternity Centre?



More than \$19,000 in memoriam donations have been collected this year. Thank you to all the families that have encouraged the Foundation.

