



HÔPITAL NOTRE-DAME HOSPITAL
(HEARST)

2016-2017

ANNUAL REPORT

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REPORT OF THE BOARD CHAIR AND THE CHIEF EXECUTIVE OFFICER



The Hôpital Notre-Dame Hospital (Hearst) has seen a year of rich improvements in patient care, organizational performance, the workplace, and relationships with partners and communities. We are proud to present these accomplishments in this 2016-17 Annual Report.



In September 2016, Lynda Morin became the Chief Executive Officer of our hospital following the departure of France Dallaire. A change in CEO often leads to a certain sense of insecurity among the staff, but Lynda's extensive experience within the organization has reassured everyone and allowed uninterrupted work in all ongoing portfolios. We would like to take this opportunity to thank France Dallaire for her work during her eight years in management.

Providing quality care and clinical services that meet the needs of the public remains the priority of management, staff, physicians, volunteers and board members. Among other things, the purchase of new surgical equipment has helped expand our range of surgical procedures, and investments in sterilization services have contributed to increased safety of care.

In order to achieve excellence in organizational performance, the LEAN program was introduced in January 2017. Already, many changes have come about through the enthusiasm and involvement of all employees who have received the LEAN training.

A healthy work environment is dependent upon a safe infrastructure tailored to the needs of employees and patients. Numerous renovation projects have been launched this year and some thanks to the contribution of the Hospital Foundation, to which we would like to extend a sincere thank you.

We have continued to work closely with our health partners, because we believe in the importance of continuity of care for our patients when they return to the community following hospitalization. In order to maintain a balanced budget, we sell services and expertise to other hospitals and organizations. This year we created a new agreement with the Smooth Rock Falls Hospital. Chantal Tessier, Director of Care at Smooth Rock Falls Hospital, now shares her time between our hospital and the Smooth Rock Falls Hospital.

We were again able to count on the generosity of the members of the community who are always there when asked for donations by the Notre-Dame Hospital Foundation, the Notre-Dame Hospital Auxiliary or the Thunder Bay Hospital Foundation. Thank you to the many volunteers who generously donate their time to these organizations. Thanks to you, donors and volunteers, we can be proud of our hospital.

We owe this pride to all employees, doctors and management who are doing exemplary work on a daily basis. Thank you for your dedication to all our patients and for always striving for excellence.

Thank you to the members of the Board of Directors who never lose sight of the fact that each decision taken takes into account the impact it will have on the quality and safety of care provided within the establishment.

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:

PATIENTS

Ensuring patient-focused care

PARTNERS

Acting as the unifier of partners in health

HUMAN RESOURCES

Creating an engaging workplace

NATIVES

Developing an environment open to the native community

COMMUNITY

A hospital that contributes to the viability of its surrounding communities

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

HIGHLIGHTS OF THE 2016-2017 FISCAL YEAR

Clinical Care and Services

- **Patient Care:**
The NE LHIN's Virtual Intensive Care Unit received a Minister's medal honouring excellence in health quality and safety. Hôpital Notre-Dame Hospital (Hearst) is part of this program, which allows patients to stay in their local hospital and avoid a medical transfer to a hospital away from their family and support network. The virtual intensive care unit provides an opportunity to deepen the intensive care experience and skills of physicians in smaller rural hospitals.
- **Telemedicine:**
We are now happy to offer the Telederm Service in our Telemedicine Department. This will allow professionals to send referrals to an Ontario-based dermatologist. All patients with or without physicians are accepted.
- **Pharmacy:**
On October 5, 2015, two Ontario Practice Advisors from the College of Pharmacists completed a site visit of our Pharmacy Department. The inspection was conducted to evaluate the compliance with the hospital assessment criteria required by the college. The Pharmacy Department was issued a Certificate of Accreditation on the proclamation of the Drug Pharmacies Regulation Act back in July 2016.
- **Medical Devices Reprocessing Department:**
Following the recommendations from our last Accreditation survey, a washer disinfectant was bought for the sterilization of medical devices to continue to ensure patient safety.
- **Pauline- Girard Rainbow Centre:**
Cancer patients who had chosen to receive care at the Northeast Cancer Care Centre in Sudbury are now able to access the chemotherapy services at our hospital. Before, those patients had to travel to Kapuskasing for their treatment.

Thanks to a donation from the Tournoi des deux glaces, Cancer patients requiring the insertion of a PICC line in order to receive their treatment will no longer have to travel to Thunder Bay for the insertion. This will be done in-house shortly.

- **Medical Imaging Department:**
The hospital has submitted a business plan to the NE LHIN in order to obtain a CT scan.
- **Surgical Suite:**
The patients in the community no longer have to travel to a larger centre for shoulder surgery. Through a generous donation from the Auxiliary, we were able to purchase the instruments for shoulder surgery. We are now able to provide the service in our surgical suite.

Organizational Performance

- **Budget:**
The management team has worked and succeeded in maintaining a balanced budget for the fiscal year

- **Pharmacy:**

The Novena Pharmacy is now providing us with services. We have a pharmacist in house, which is able to visit our patients and have consultations face to face with our physicians and staff. This allows us to provide better continuity and quality of care for our patients.

- **Chief Nursing Officer:**

Following negotiations with our regional health partners, we have concluded a service-sharing agreement with the Smooth Rock Falls Hospital. We were very pleased to announce the appointment of Ms. Chantal Tessier as Chief Nursing Officer at our hospital. Ms. Tessier is employed at the Smooth Rock Falls Hospital since 1985 and Chief Nursing Officer since 1999. Ms. Tessier has joined the management team October 26, 2016.

- **Laboratory Department:**

Our hospital laboratory has accepted the responsibility of the quality oversight of the point-of-care program (tests done at the bedside by the nurse) at the Smooth Rock Falls Hospital. It includes validation, calibration and troubleshooting of instruments, training and education of nursing staff performing the tests.

In August, our laboratory successfully interfaced glucose meters to MediTech/EMR. What this means is that patients are identified by scanning their armbands with the glucose meter; the nurses must confirm the identification before continuing. The test results are transferred from the meter to MediTech/EMR. The advantages are that no typing of the patient's identification into the meter and no transcribing of patient's results to paper need to be done thus ensuring the right results gets to the right patient's chart.

- **Information Technology Department (IT):**

Hearst, Smooth Rock Falls, Hornepayne and Kapuskasing hospitals will share their information technology services to develop a joint information technology team. Jeanette Vaillancourt, our Coordinator of Information Technology, will become the Chief Information Officer for the four hospitals.

The hospital IT department has signed a three-year IT Support Agreement with the Hornepayne Community Hospital to manage and provide IT services to their organization. In order to meet their requirements, we have hired another full-time IT technician.

- **LEAN Program:**

The hospital officially launched the health program LEAN health on February 15, 2017, by holding discussion bulletin boards. Following the training held for all employees of the hospital, the launch has achieved superb participation and projects to improve the quality of care are already on the way. We work together to reduce waste in the hospital and follow our vision of working together to continuously improve the quality of patient care.

Healthy Workplace

- **Prevention and Control of Infections:**

N 95 mask fitting which is mandatory every two years, took place in October 2016. With the mask fitting, refresher sessions on how to put and take off personal protection equipment were offered to personnel along with the influenza vaccination.

An audit on hand-washing was done in February 2017. The result showed 94% compliance. We were very pleased with the results and we congratulate the personnel.

- **Nursing:**
Gentle Persuasive Approach: Learning to confidently intervene and successfully diffuse escalating care situations with compassionate, person-centred, self-protective and nonviolent techniques are best practice in dementia care.

This program was offered to all nursing staff to help improve their knowledge and skills on caring for the elderly with dementia while creating a safe environment for both patients and staff.

- **LEAN Program:**
This program, which was launched in February 2017, has constituted a kind of engagement, active listening and communication initiative also designed to nurture relationship between management and employees.
- **Employee Recognition:**
The 45th evening of recognition took place on December 3, 2016. We were pleased to recognize 48 employees and to thank them for the outstanding care, the fine work accomplished and their commitment to the quality of care and well-being of patients.

Partners and Communities

- **Priority Assistance to Transition Home (PATH) Program:**
This program helps patients make the transition from hospital to home safely, smoothly and comfortably. The Canadian Red Cross has a Personal Support Worker travel with the patient and assists them with settling back into their home. They can also help pick up prescriptions and groceries.
- **Meals on Wheels:**
Since last autumn, we now offer meals on wheels to the people in Mattice. We offer those meals five days a week.
- **Recruitment:**
During their winter break, on February 18, 2017, we welcomed the young students from our community, who are studying in the field of health care, for a lunch. The objective was to inform them about the summer jobs available in our hospital as well as to inform them about the health careers that are most in demand. The activity was a success; eleven students participated.
- **Health Care Needs:**
There was a meeting on June 14, 2016, with all health care stakeholders in our community and the City of Hearst to assess the priorities of our health needs in our community. We created a partnership with the city of Hearst to study the feasibility of community support housing in order to reduce the number of acute care beds occupied by patients who are waiting for a bed in a long-term care facility.
- **Mental Health:**
Two meetings were held (December and January) with the Ontario Provincial Police, Christine Leclair from the NE LHIN and other surrounding community partners to discuss further the challenges and for the development of a police-mental health collaborative response model protocol in order to better manage the care of those patients.

- **First Nation:**

The Chief Executive Officer of the hospital, the Aboriginal Navigator and the Executive Director of the Nord-Aski Family Health Team met the Constance Lake First Nation Chief and Council in January 2017, to discuss different health issues and concerns and how we can work together to address the needs of the First Nation population.

- **Community Care Access Centre (CCAC):**

The Chief Executive Officer of the hospital, the Chief Nursing Officer and the Acute Care Executive Leader met with Lily Petrus from the CCAC and her colleague in January 2017, to discuss patients awaiting a bed in a long term care institution, the referrals for wound and intravenous therapy for outpatients in the emergency department of our hospital in order to improve our patient care. We are now contracting hours from the CCAC for a discharge planner in our hospital.



MEMBERS OF THE BOARD OF DIRECTORS 2016-2017

SUZANNE RHEAULT
BOARD CHAIR



GILLES SAMSON
VICE-PRESIDENT



MAURICE TANGUAY
TREASURER



DR. RICHARD CLAVEAU
CHIEF OF STAFF



DRE LIANNE GAUVIN
PRESIDENT
MEDICAL STAFF



LYNDA G. MORIN
CEO/SECRETARY



NADIA
BOISSONEAULT-ALARY



MICHEL BRIÈRE



MARIELLE
CARBONNEAU



LOUISE
GAUTHIER-BRISSON



ELIZABETH HOWE



GÉRARD PROULX



CHANTAL TESSIER



TANIA VAILLANCOURT



REPORT FROM THE CHIEF OF STAFF



For two years now, I have been representing my medical colleagues as Chief of Staff, and my learning continues to grow. The challenges are always present, but with all the teams that surround me, the work is progressing and I am always positive with our medical professionals.

Our team is still represented by 8 physicians, and despite Dr. Talbot-Lemaire's maternity leave, we have managed to maintain medical support for all communities with the help of Jason Gabel, nurse practitioner. Congratulations to Marjolaine (and the beautiful Éloïse) and thank you to Jason for his excellent work.

We continue to offer the highest quality medical service, thanks to our team as well as all our specialists who are accessible either in person or by telemedicine. Our hospital continues to offer a 24-hour emergency service, as well as surgery, obstetrics, anesthesia, endoscopy and hospitalization services for patients requiring care that is more advanced.

With the co-operation of all key people, I continue to encourage the CT scan project. This piece of equipment will be an asset to our community, and I hope we will succeed in this wonderful project. Thanks to Lynda for going all out for our CT scan.

The medical staff team, with the collaboration of the locum physicians, was able to maintain service stability for the hospital and the community. We could not do this without the collaboration of our nurses, as well as all other team members of the following departments: ambulance, medical imaging, physiotherapy, laboratory, respiratory therapy, food services, clinical nutrition, medical device reprocessing, laundry, housekeeping, maintenance and administration. Thank you very much for your hard work; we are very grateful.

Finally, thank you to all my colleagues for their continued support. They trust me and stay with me when I need advice. I will continue to give my 100% for the coming year.



REPORT FROM THE HOSPITAL AUXILIARY



For the year 2016-2017, a total of 500 members of the Auxiliary, of which 45 are active, have contributed 3 000 hours to the Gift Shop.

The money given to the Hospital in recent years has been mostly for the purchase of patient care equipment. This year, we are pleased to make a donation of \$15 000 toward the purchase of a piece of equipment which will allow surgeons to provide shoulder surgery.

Our Open House held on November 6, 2016, 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 Hôpital Notre-Dame Hospital in equipment donations.

Another source of funding is the sale of \$3 membership cards in the fall.

On April 22nd and 23rd 2016, Notre-Dame Auxiliary hosted the annual James Bay Spring Conference. Our theme was Volunteers are Red Hot. Marion Saunders, HAAO Provincial President also attended the conference as well as volunteers from Kapsukasing, Smooth Rock Falls, Cochrane and Kirkland Lake. RN Christiane Groleau was our guest speaker.

In May, during National Health Week, 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 May 31, 2016. 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 – Rita Beauchamps, Denise Lemay, Réjean Alary; 10 years – Clémence Lacroix, Jeanne-Mance Lacroix; 15 years – Denise Therrien, Ange-Aimée Thibodeau.

In June 2016, 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.

As tradition goes, we gave patients treats or flowers on special days such as St-Valentine's Day, Easter, Halloween and other holidays. We also offered Christmas gifts to the residents on the second floor at their Christmas party.

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 and Doris Saucier-Labrie for their 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
2016-2017**

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



SUMMARY STATEMENT OF OPERATIONS AND NET ASSETS

HÔPITAL NOTRE DAME HOSPITAL (HEARST)

SUMMARY STATEMENT OF OPERATIONS AND NET ASSETS

YEAR ENDED MARCH 31, 2017

	Budget (Unaudited)	2017 Actual	2016 Actual
REVENUES			
North East LHIN	\$ 13,230,669	\$ 13,429,037	\$ 13,100,296
One-time funding	673,691	940,992	757,729
Cancer Care Ontario	300,000	278,117	298,918
Amortization of deferred capital contributions - equipment	122,600	161,420	129,514
Recoveries and miscellaneous	1,431,501	1,496,527	1,421,835
Patient related	534,900	519,335	519,625
Differential and co-payment	441,200	485,833	431,757
	<u>16,734,561</u>	<u>17,311,261</u>	<u>16,659,674</u>
EXPENSES			
Salaries and wages	9,055,077	8,817,629	8,596,143
Medical staff remuneration	696,100	709,462	670,682
Employee benefits	2,516,816	2,539,145	2,679,677
Supplies and other expenses	2,977,248	3,345,197	3,182,123
Drugs, medical and surgical supplies	799,350	869,988	868,414
Interest on long-term debt	19,871	19,871	21,462
Amortization of equipment	601,741	650,533	589,564
CLFN - Aging at home	20,100	16,598	21,016
Amortization of buildings, net	48,258	19,079	30,558
	<u>16,734,561</u>	<u>16,987,502</u>	<u>16,659,639</u>
EXCESS OF REVENUES OVER EXPENSES BEFORE OTHER PROGRAMS	<u>-</u>	<u>323,759</u>	<u>35</u>
OTHER PROGRAMS			
Revenues	1,993,864	1,852,381	2,004,868
Expenses	<u>(1,993,864)</u>	<u>(1,852,381)</u>	<u>(2,004,868)</u>
	<u>-</u>	<u>-</u>	<u>-</u>
EXCESS OF REVENUES OVER EXPENSES	<u>\$ -</u>	<u>\$ 323,759</u>	<u>\$ 35</u>

SUMMARY STATEMENT OF FINANCIAL POSITION

HÔPITAL NOTRE DAME HOSPITAL (HEARST)

SUMMARY STATEMENT OF FINANCIAL POSITION

MARCH 31, 2017

	2017	2016
ASSETS		
CURRENT ASSETS		
Cash	\$ 3,950,855	\$ 3,306,191
Accounts receivable	819,933	540,852
Inventories	219,670	199,525
Prepaid expenses	163,000	143,738
	<u>5,153,458</u>	<u>4,190,306</u>
NOTES RECEIVABLE	81,128	76,583
INVESTMENTS	1,023,104	1,006,698
CAPITAL ASSETS	10,827,419	10,683,935
PROJECTS IN PROGRESS	48,067	48,067
	<u>\$ 17,133,176</u>	<u>\$ 16,005,589</u>
LIABILITIES		
CURRENT LIABILITIES		
Accounts payable and accrued liabilities	\$ 3,235,382	\$ 2,709,732
Deferred revenues	411,760	470,216
Current portion of long-term debt	34,350	32,700
	<u>3,681,492</u>	<u>3,212,648</u>
DEFERRED CONTRIBUTIONS AND CAPITAL GRANTS	235,499	151,617
DEFERRED CAPITAL CONTRIBUTIONS	7,690,919	7,537,996
LONG-TERM DEBT	345,243	379,570
POST-EMPLOYMENT BENEFITS PAYABLE	2,066,773	1,934,267
	<u>14,019,926</u>	<u>13,216,098</u>
NET ASSETS		
INVESTED IN CAPITAL ASSETS	2,756,907	2,733,669
UNRESTRICTED SURPLUS	356,343	55,822
	<u>3,113,250</u>	<u>2,789,491</u>
	<u>\$ 17,133,176</u>	<u>\$ 16,005,589</u>

ANNUAL STATS

	2016-2017	2015-2016	2014-2015
Number of patients admitted	564	637	654
Number of patient days – Acute Care	6 396	5 514	5 992
Number of patient days – Long Term Care	7 655	7 582	7 559
Births	56	66	52
Surgical procedures - inpatients	75	64	55
Surgical procedures - outpatients	830	910	825
Number of visits – Ambulatory Services:			
• Electrocardiograms	2 031	1 920	2 035
• Medical Imaging	7 105	6 254	7 367
• Laboratory	13 334	14 185	15 132
• Clinical Nutrition	531	719	319
• Physiotherapy	4 583	5 197	5 193
• Respiratory Therapy	360	391	492
• Emergency	11 419	11 599	12 985
Number of visits – Specialty Clinics	5 134	5 013	5 072
Number of ambulance calls	1 002	1 113	1 250



NOTRE-DAME HOSPITAL FOUNDATION



"Whether we want it or not, we always end up needing one or more of the services offered at our community hospital. What could be more rewarding than participating in the many activities of the HNDH Foundation, enabling them to acquire new pieces of state-of-the-art equipment, to improve infrastructures that are 45 years old or to simply be able to maintain, and perhaps even enhance the care offered here in Hearst."

- Michel Pomerleau, president



Why donate to the NDH Foundation?



"I spent 4 and a half years at the hospital here in Hearst, and all the care I received was excellent, no complaints. If the money I give may be useful locally, one day we might be able to limit all the travelling we have to do."

- Mr. Jean-Guy Lapointe, donor



"Because I agree with the Foundation's goals of providing high-quality hospital care. With a monthly donation that suits me, I participate in a project that I fully endorse, that of providing exceptional health services to the community."

- Mrs. Suzanne Dallaire Côté, monthly donor

"I prefer to contribute to a local charitable organization and I particularly like to give to Notre-Dame Hospital because we all need medical care at some point in our lives."

- Mrs. Marguerite Perin, donor



"After meeting with the Foundation Team and seeing the state of the existing dining room, I suddenly felt like this concerned me. After thinking about it, I thought these patients are not there by choice and the room does not accommodate them for their meals or for their daily activities. After 30 years in business in Hearst, I thought it was my turn to give back to my community. I am glad to know that the room is now being used to its full potential and that people are benefiting from it."

- Mr. Denis Fortier, donor

"Having worked in a large regional hospital, we know the limits of the resources available in small northern hospitals. We want to do our part to ensure that our hospital can meet the needs of the community. Plus, it's a great gift idea for the person that already has everything."

- Mr. Jason Gabel, donor

