



RLMCMH Annual Report

2022

2023

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Our Values

- ◆ Respect
- ◆ Speaking Up for Our Patients and Community
- ◆ Being Inclusive
- ◆ Working Together
- ◆ Keeping our Word



Our Vision

Working together towards excellence in northern health care.

Our Mission

Compassionate, quality care - every patient, every time.

The Red Lake Margaret Cochenour Memorial Hospital (RLMCMH) Team provides healthcare services and addresses determinants of health for community members and visitors of Red Lake, Ear Falls and Wabauskang First Nation. Through collaboration, we proudly live our values and mission to achieve our vision.

Board of Directors

Voting Directors

Sonia Green, Board Chair

Marshall Dumontier, Board Vice Chair

**John Frostiak, Resource and Planning
Committee Chair**

Holly Stamarski, Quality Committee Chair

**Dennis Gushulak, Nominating Committee
Chair**

Eleanor Vachon, Audit Committee Chair

**Dianne Pertoci, Auxiliary Appointed
Director**

**Marion Whitton, Foundation Appointed
Director**

Arlene Swanwick

Trevor Zhukrovsky

Shawnda Norlock

Ex-Officio Non-Voting Directors

Sue LeBeau, President and CEO

Angela Bishop, Interim President and CEO

Dr. Diane Zielke, Chief of Staff

Dr. Akila Whiley, President of Medical Staff

Meghan Gilbert, Chief Nursing Executive

2023-2024 Board Chair



This has been an eventful year at the Red Lake Margaret Cochenour Memorial Hospital – full of surprises and unexpected developments both positive and negative. As the newly appointed Board Chair, I must first acknowledge the contributions of all involved from management and staff and the volunteers including the Directors, members of the Auxiliary and the Foundation, their unwavering dedication and commitment to supporting our hospital. To the community your continued support and generosity is exemplary. A big thank you too all!!

2022/2023 presented many challenges for the Board and staff at Red Lake Margaret Cochenour Memorial Hospital.



Last April, the Hospital was still dealing with lingering impacts of the COVID pandemic. These diminished as the year progressed. Additionally, the impacts of high inflation here in Canada, global supply chain issues, the effects of the Russian invasion of the Ukraine and the Western world 's response to the invasion of imposing sanctions against Russia further exacerbated supply issues and drove prices of goods and services even higher.

In July, President and CEO Sue LeBeau unexpectedly announced her intention to resign as she was taking a CEO position at the West Nipissing Hospital closer to her hometown and parents.

The Board decided to hire a recruitment firm to search for CEO candidates. The search was long and extensive with few candidates available to fill a large number of vacancies in the region and province. We were finally successful, and Sumeet Kumar joined us from the St. Joseph's Health Care Group in Thunder Bay in May 2023. RLMCH was very fortunate that Angela Bishop, Sue's predecessor came out of retirement and acted as Interim CEO until the position was filled. Angie also provided valuable assistance in the transition and onboarding process. For that, the Board is truly grateful. Not to be forgotten was the work of CNE Meghan Gilbert who wore many hats during this period. The management team and all of the staff are commended for all their contributions and dedication throughout this transition period.



2023-2024 Board Chair Cont'd

The Board also experienced change with the resignations of Director Shawnda Norlock and Chairperson Sonia Green in 2023. The Nominating Committee's search resulted in past Director Trevor Zhukrovsky being appointed to fill Shanda's Director Vacancy. The search for Sonia's replacement on the Board is ongoing with candidate interviews completed with the aim of making a recommendation in advance of the Annual Meeting. John Frostiak was elected Chairman.

This year RLMCH, like most hospitals, will record a deficit in operations for the first time in many years. Inflation, the need to hire agency nurses, and retroactive pay awarded late in the year to certain unionized staff far exceeded the annual 2% provincial base funding increase.

The hospital has had to finance long-term upgrades to the physical infrastructure. These expenditures are needed to replace or upgrade the aging critical equipment required to keep the hospital operational. On the horizon of an essential service, the Health Information System upgrade will cost RLMCH \$2.3M which will also be financed.

2023 is the 50th anniversary of the current hospital and a number of events are planned in recognition of this milestone as we look forward to the next 50 years. Health care needs have changed, and we will need to adapt.

It was interesting to read the 1986 Annual report and compare a few statistics with 2022-2023.

Activity	1986	2022-2023	Change
Base funding	\$2.2M	\$7.5M	+\$5.2M
Patient Admissions	1,037	238	-799
ER Visits	8,523	5,758	-2,765
Births	113	1	-112

The chart is simply meant to illustrate that over time the services provided by the hospital will evolve to suit the needs of the day.

Going forward the Hospital will continue to face cost pressures, the issue of recruiting and retaining staff in an increasingly competitive market, the challenges of keeping the ER open and the need to replace aging equipment.

While we have many challenges and changes looming, we cannot lose perspective that we are here to provide quality care for people and this is our main priority.

Chief of Staff

I was told once long ago that there's a curse - "May you live in interesting times." We certainly have been, and it seems are likely to continue to do so...

The shortages here, and everywhere in the country, of health care providers are likely to continue despite everyone's best efforts, and as a result, our medical staff have been working harder and in ways that wouldn't have been imagined in even the recent past.

We will need to continue to adapt and to recruit, but often our ability to provide accessible/timely care & 24/7/365 coverage of the hospital has been and will in the future be challenged.

We continue to call upon our network of part-time and locum physicians.

It's important that we continue to recruit residents and medical students in hopes they will in the future choose to work with us, perhaps even move here, once they've completed their training. The community's help in welcoming them and showing them that life here is interesting and fun has been vital.

There are regional & provincial plans to try to prevent hospital ER closures, and we expect these will be tested by the needs of our hospital and the others in our region of the province.

We as physicians and we as a hospital do have representation at several tables where important decisions about healthcare systems, implementation and funding might be made that could be helpful in the future. This month we learned that our hospital, along with others in the northwest region of the province, might be able to expect extra attention from the government to help avoid ER closures & improve mitigation efforts. Patience, eloquence and persistence will continue to be needed in those communications and endeavors.

The roles of the community's, clinics and hospital's nursing staff, allied health professionals, clerical and administrative staff, volunteer boards and committees, and auxiliary and foundation members are vital and their support is crucial. They are heroes.

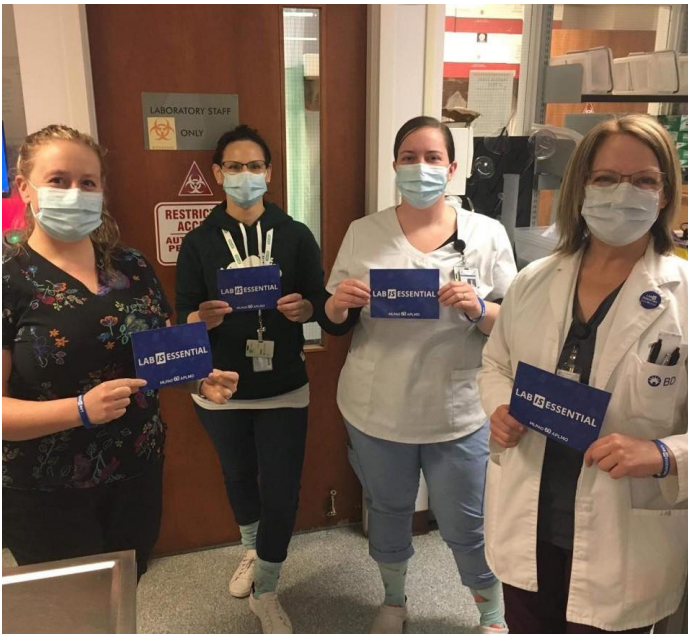
As a result of much collaborative work by volunteers and the Heritage Centre staff, our community has an opportunity this year to celebrate not only 50 years of service in the present building but also to learn about the history of health care in the district and to be inspired by the resilience & adaptability of our forebears.

Being reminded that "pessimism is an indulgence, orthodoxy the enemy of invention, despair an insult to the imagination" may support our optimism, efforts & collaborations as the future brings what it will.

Quality

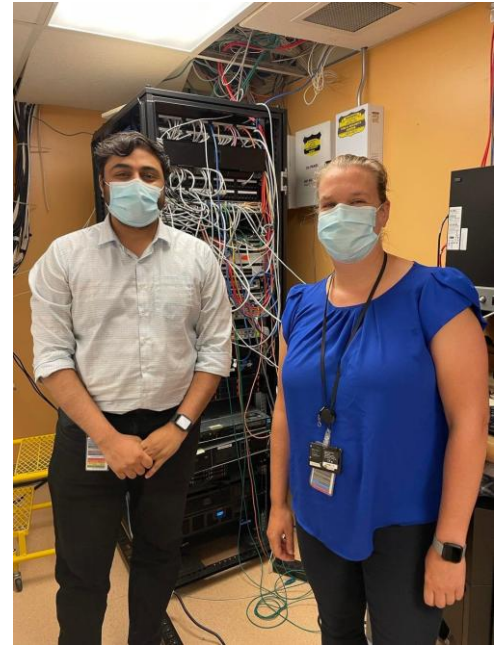
Massive Hemorrhage Protocol Mock Event

In February staff from the Lab, Nursing and Ward Clerk departments took part in a Massive Hemorrhage Protocol simulation exercise. The purpose of this exercise was to complete the training on our new protocol and make improvements where needed. The exercise also involved one of our Patient Family Advisors as an actor who excelled in the role and may receive a regular casting call from the organization. All staff involved were grateful for the experience and felt we would benefit from an annual event which is set to occur in February.



Cyber Security

The RLMCMH launched its first Cyber security awareness campaign in October and November of 2022. Healthcare is fast becoming.



one of the most highly targeted sectors for hackers. The goal, most often, is to steal patient data and hold it for ransom until the requested amount of money has been sent. Another more harmful approach is to take over systems that end up with hospitals having to shut down key pieces of equipment that are critical for patient care. The purpose of our campaign was to educate staff and system users about common ways that individuals can be targeted to provide key information such as passwords. A mock cyber incident tabletop also took place with the leadership team to increase our preparedness levels for this type of incident.



Access

Safe Beds

A suitable house was purchased at 9 Forestry Road where the Safe Bed program will be located. Necessary renovations were completed, and appropriate furnishings and safety equipment has been installed.



An open house was held on October 25, 2022, where valued partners and community members were invited to attend. There was a turnout of close to 70 people who were able to ask questions and view the space. The attendees' input was overwhelmingly positive and supportive.

A Program Manager will begin on August 14, 2023, to establish the program and facilitate additional hiring.

Emergency Nurse Practitioner

We have secured funding for an Emergency Nurse Practitioner and continue to do ongoing recruitment for the position.



Withdrawal Bed Coordinator

With additional funding from the Ministry of Health and Ontario Health North, we have implemented the Withdrawal Bed Coordinator position and



successfully recruited a Nurse Practitioner for the role. The funding is to support an in-patient withdrawal support bed in the hospital in order to offer care and treatment to individuals wishing to withdraw from any substance. The funding is set to be in place for the 22/23 and 23/24 fiscal years. Our Nurse Practitioner is working towards standardizing hospital processes and care for patients suffering from addiction.

Regional ED Meetings

Members of our leadership team continue to meet on a regular basis with other health leaders within the region regarding physician coverage of our hospital Emergency departments. The entire region is facing great challenges around health human resources and this is impacting our ability to staff our emergency departments with physicians. The Regional ED meeting is a dedicated forum where each hospital is able to advise of any potential ED coverage gaps but also serves as a space to come up with creative solutions and advocate for the needs of our Northern communities through a collective voice. The meeting is chaired by the Vice President of Strategy and Regional Transformation at the Thunder Bay Regional and has been an effective strategy towards maintaining consistent emergency services throughout our region.

Team

In 2022-23, we continued to work as a strong and dedicated Team, while striving to improve collaboration across the organization and with our community and regional partners.

Like many Hospitals in our region, this year RLMCMH felt the pressure of the province-wide HHR shortage, particularly in the Nursing Department. For the first time, in many years, agency nurses were secured to fill vacancies, and we struggled to recruit, even for full-time roles.

However, the HHR shortage has pushed us to explore new opportunities, such as our partnership with Nipissing University in their RPN to BScN bridging program. The Hospital Foundation has also implemented a \$15K bursary program for RN students, in order to encourage new grads to consider Red Lake in their early careers. We are working with partners at both a regional and local level to share our recruitment experiences and examine the areas in which we can support each other.

Though this is a challenging time, in terms of HHR recruitment, we are truly fortunate to work with a strong Team. Our Staff for Staff Committee is actively engaged in promoting a positive work environment and dedication to excellent patient care is evident, across all departments. Each day, we see new examples of individual Team Members going the extra mile for their patients and co-workers, demonstrating compassionate, quality care – every patient, every time!



System Leadership and Innovation

Ontario Health Team

The Ministry of Health formally announced its approval of our Kiiwetinoong Healing Waters Ontario Health Team (KHW OHT).

With over thirty local and regional partners within and beyond healthcare, we committed to collaborating to improve service integration and care access for Patients from Pikangikum, Red Lake, Ear Falls, Vermilion Bay, Dryden, Sioux Lookout and Ignace. Through a respectful leadership approach, and the outstanding work of our hospital team, RLMCMH earned the trust of the group to lead this initiative, be the transfer payment agency for the OHT, and draft the Collaborative Decision-Making Agreement.

The KHWOHT held their first face-to-face meeting in October 2022, where first-year goals and priorities were discussed.



Sustainable Infrastructure

Laboratory and Diagnostic Equipment

RLMCMHs Diagnostic Services were fortunate to have the generous support of the Hospital Foundation in the purchase of three new pieces of major equipment in 2022/23.

A new, state of the art, ultrasound machine - the GE Logiq E10s - was added to the Diagnostic Imaging Department. This machine boasts crisp images which increases visualization of internal structures leading to the identification of abnormal pathology earlier in disease states. It also provides standardized measurement assistance technology for breast and obstetrical exams which leads to standardized care; and an onboard battery that allows Sonographers to provide care in the emergency room, or other care locations, without delayed start-up time.



The laboratory was fortunate to have the opportunity to upgrade its aging hematology analyzer with the DxH690T, an analyzer which measures parameters.

such as red blood cell, white blood cell, and platelets, as well as many other indices. This

modernized version of its predecessor will increase “up-time” and allow for the option to advance sepsis diagnosis in emergency room patients through the Monocyte Distribution Width parameter, which is proprietary to this manufacturer.



A complementary analyzer was purchased called the Cella vision DC-1 which allows technologists to present blood smears into the analyzer, which in turn characterizes the white and red blood cells, and platelets through Artificial Intelligence differentiation. These cells are then presented to the technologist on a high-resolution screen for review and verification of the suggested classifications. This helps to take the subjectivity out of the process, thus producing a more standardized result. It is the hope that this technology may one day be used to decrease turn-around-times for complex cases, by allowing remote viewing by clinical hematology consultants, which currently rely on lengthy courier transport between sites.

Meditech Expanse

Our hospital, in alignment with other regional hospitals, uses Meditech as our electronic patient care documentation system. The current version will no longer be supported in the coming years, and therefore, all regional hospitals are moving together to implement the next version called Meditech Expanse. This is an expansive, multi-year project that will require input from all disciplines across the hospital. Although we are at the very beginning stage of the process, it is clear that Expanse has many new features that will greatly improve patient safety and hospital workflow. We are very eager to begin its implementation which is set for the later part of the 23/24 fiscal year and are excited to learn more about how the new system will enable us to offer improved patient care.

Sustainable Infrastructure

Air Quality Assessment

In March 2023, contractors from Pinchin Environmental conducted an investigation of odor within the tub/shower room, foundation office, housekeeping closet, MDRD room and closet, Room 25, and the laundry room. This was initiated by our Joint Occupational Health and Safety Committee, in response to concerns from staff. We were incredibly pleased that the assessment showed clean air levels, with a recommendation for improving ventilation and exhaust mechanisms in some of our tub/shower rooms. This improvement will take place in the 2023-24 fiscal year.



Chemotherapy Room Window

With support from the Thunder Bay Regional Health Sciences Foundation, we were able to complete a renovation to our chemotherapy infusion room. This involved moving all equipment to the room adjacent to the Clinical Coordinator's office and installing a window between the rooms which allows for a direct flight from the nurses' office to the transfusion chairs. Not only does this allow for increased monitoring of patients receiving chemotherapy, but it also creates a better workflow for staff and allows a quicker response if the nurse needs to attend to the patient quickly. We are very grateful to the Thunder Bay Foundation for their support to make this necessary renovation happen for our staff and patients!



Sustainable Infrastructure

Honeywell

Lab and Pharmacy Humidification Upgrades

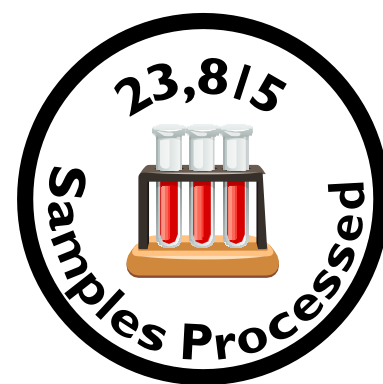
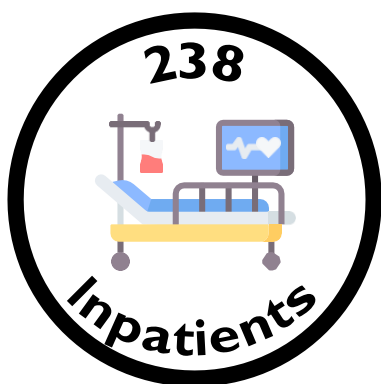
Honeywell to complete renovations to address the hospital operation issues for temperature and humidity.

Optimized humidity controls
Installed 2 new booster humidifiers for laboratory X-ray, and pharmacy

#3 Air Unit	#2 Roof Condenser	Unitary Cooling for MDRD
Heater and air conditioner and installed for administration wing	AC Condenser installed for the basement	Installed a dedicated A/C split unit properly sized cooling for MDR Installed 3M window film
Propane Station	Hot Water Heaters	Boiler
Installed a secondary source of heat as backup	Replaced existing equipment with new high efficiency condensing boilers and storage tanks	Replaced aged, beyond life existing equipment with new high efficiency condensing boilers Converted constant flow pumping to variable flow



Our Year in Numbers



Financial Report: Statement of Financial Position



For the year ended March 31

2023

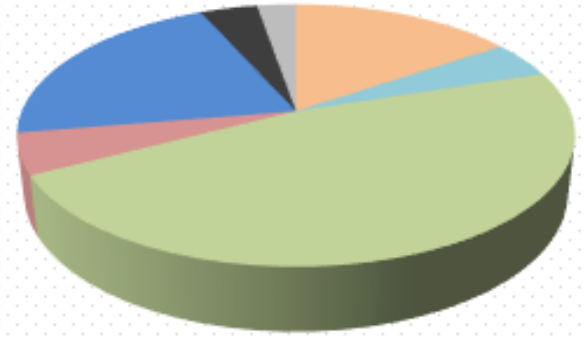
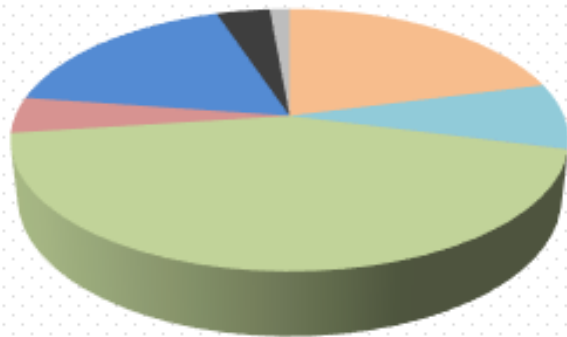
Cash	\$ 1,327,885	7%
Accounts Receivable	\$ 1,466,433	8%
Inventories	\$ 131,811	1%
Prepaid Expenses	\$ 163,647	1%
Long Term Investments	\$ 2,601,142	15%
Capital Assets	\$ 12,101,368	68%
Total	\$ 17,792,286	

For the year ended March 31

2022

Cash	\$ 1,200,687	8%
Accounts Receivable	\$ 970,700	6%
Inventories	\$ 136,038	1%
Prepaid Expenses	\$ 107,815	1%
Long Term Investments	\$ 2,709,760	17%
Capital Assets	\$ 10,647,892	68%
Total	\$ 15,772,892	

Liabilities and Net Assets



For the year ended March 31

2023

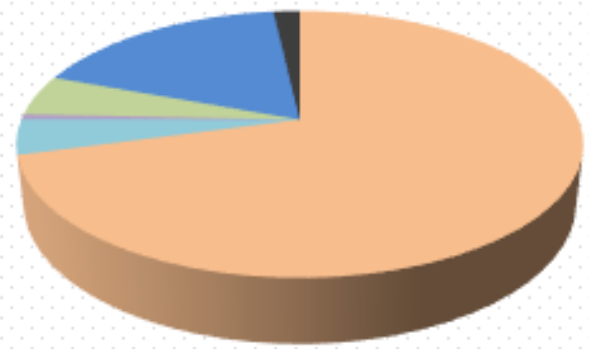
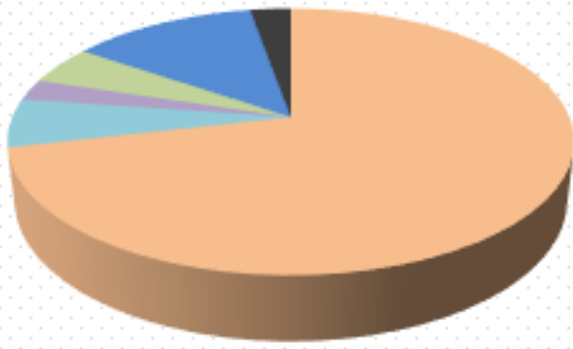
Accounts Payable	\$ 3,722,659	20.9%
Bankers' Acceptance	\$ 1,443,921	8.1%
Deferred Contributions	\$ 3,305	0.0%
Deferred Capital Contributions	\$ 7,799,276	43.8%
Post-Employment Benefits Liability	\$ 791,000	4.4%
Invested in Capital Assets	\$ 3,130,324	17.6%
Unrestricted Net Assets	\$ 657,117	3.7%
Accumulated Remeasurement Gains	\$ 244,684	1.4%
Total	\$ 17,792,286	

For the year ended March 31

2022

Accounts Payable	\$ 2,437,217	15.5%
Bankers' Acceptance	\$ 709,460	4.5%
Deferred Contributions	\$ 1,261	0.0%
Deferred Capital Contributions	\$ 7,468,294	47.3%
Post-Employment Benefits Liability	\$ 798,400	5.1%
Invested in Capital Assets	\$ 3,307,442	21.0%
Unrestricted Net Assets	\$ 625,310	4.0%
Accumulated Remeasurement Gains	\$ 425,508	2.7%
Total	\$ 15,772,892	

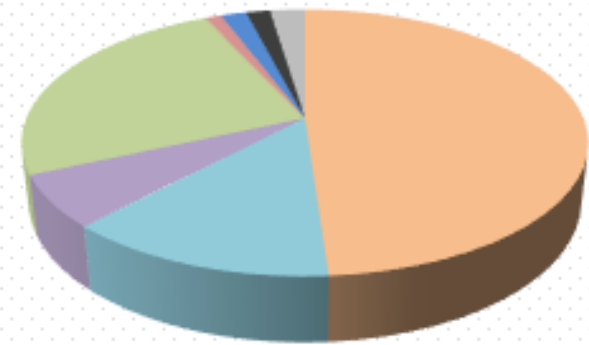
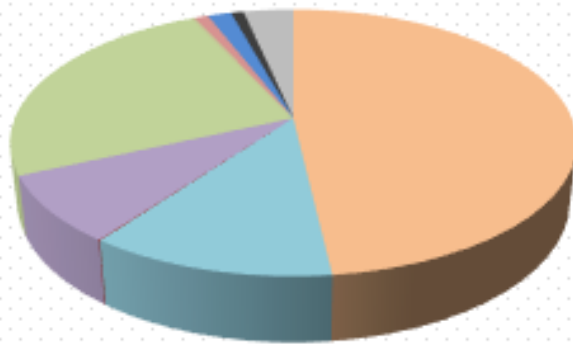
Financial Report: Statement of Operations



For the year ended March 31				
2023				
Ministry of Health Base Allocation	\$	7,475,704	71%	
Ministry of Health Pandemic Payments	\$	618,386	6%	
Ministry of Health One Time Payments	\$	265,470	3%	
Hospital On-Call Coverage	\$	470,974	4%	
Cancer Care Ontario	\$	27,957	0%	
Other Revenue	\$	1,326,419	13%	
Amortization of Donations and Grants for Equipment	\$	290,603	3%	
Total	\$	10,475,513		

For the year ended March 31				
2022				
Ministry of Health Base Allocation	\$	7,328,954	71%	
Ministry of Health Pandemic Payments	\$	441,218	4%	
Ministry of Health One Time Payments	\$	64,639	1%	
Hospital On-Call Coverage	\$	457,212	4%	
Cancer Care Ontario	\$	54,027	1%	
Other Revenue	\$	1,821,032	18%	
Amortization of Donations and Grants for Equipment	\$	186,465	2%	
Total	\$	10,353,667		

Expenses



For the year ended March 31				
2023				
Salaries and Wages	\$	4,998,398	48.2%	
Employee Benefits	\$	1,230,803	11.9%	
Employee Future Benefits	\$	(7,400)	-0.1%	
Medical Staff Remuneration	\$	839,275	8.1%	
Supplies and Other Expenses	\$	2,587,563	25.0%	
Drugs and Medical Gases	\$	102,396	1.0%	
Medical and Surgical Supplies	\$	166,746	1.6%	
Bad Debts	\$	88,146	0.9%	
Equipment Amortization	\$	353,677	3.4%	
Total	\$	10,360,204		

For the year ended March 31				
2022				
Salaries and Wages	\$	4,893,783	48.9%	
Employee Benefits	\$	1,311,035	13.1%	
Employee Future Benefits	\$	(2,600)	0.0%	
Medical Staff Remuneration	\$	628,131	6.3%	
Supplies and Other Expenses	\$	2,486,202	24.9%	
Drugs and Medical Gases	\$	112,395	1.1%	
Medical and Surgical Supplies	\$	174,073	1.7%	
Bad Debts	\$	163,342	1.6%	
Equipment Amortization	\$	237,180	2.4%	
Total	\$	10,004,201		

Excess of Revenue over Expenses from Hospital Operations	\$	115,309		
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Excess of Revenue over Expenses from Hospital Operations	\$	349,466		17
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Foundation

The Red Lake Margaret Cochenour Memorial Hospital Foundation continued its mission to raise funds for the Hospital in 2022.

Our 50/50 Lottery raised \$111,605. It ran from March 2021 to December 2022.

\$65,000 of the money realized by the Lottery was spent on the Hospital's new digital X-Ray machine. The balance of \$46,000 was used to upgrade the Hospital's Hematology equipment.

During February the biannual purse and jewelry Auction raised \$8,700.

In March the Foundation partnered with the Hospital in offering bursary opportunities totaling \$15,000 to support recruitment in departments that demonstrated chronic hiring needs.

The 15th Annual Golf Tournament and Auction in June was a tremendous success and raised a total of \$224,000. A large portion of this amount was composed of several large donations in memory of Ms. Terry Bursey by her family, friends and co-workers. Terry was a long-standing Director of the Foundation; her untimely passing was a blow to us all.

The Golf Tournament and Auction proceedings were in part used to acquire a new Ultrasound machine for approximately \$122,000. The balance is being applied to other equipment upgrades and purchases for the Hospital.

In July the Foundation helped with the Red Lake Legion (Branch 102) meat draw. This effort realized \$2,000.

September saw the Tim Hortons "Smile Cookie" fundraiser. The Foundation volunteers, assisted by the Ladies Hospital Auxiliary, decorated cookies for a whole week. This effort raised \$9,227.

We continued to receive donations to the Foundation in memory of those who have passed on. We gratefully acknowledge all these "in memoriam" gifts. The families, relatives and friends of the deceased who designated the Foundation as their charity of choice are very important to us.

From 1999 to the end of 2022, the Foundation raised a total of \$2,192,455.68. This magnificent amount could never have been realized without the generosity and support of the people, businesses and organizations in the communities we represent. We are most grateful and appreciative of this continued willingness to support our Foundation.

In conclusion, I would like to extend my sincere thanks and appreciation to my fellow Directors, members and other volunteers for their unstinted support and hard work towards making our Foundation a success.

Respectfully submitted,
Marion Whitton, Chair.



Auxiliary

A very interesting year for our Auxiliary. It is our first year of North & South Auxiliaries Operating as one organization. It is a learning experience for both Auxiliaries but we are getting there. We now have 34 active volunteer members.

We raised our bursaries this year to \$1000.00 we felt it was time for a change & increase & give out two. We try to give one to an Ear Falls & Red Lake student.

We do Tag Day in Ear Falls /Red Lake / Balmertown. Our communities are very generous. Vending machines in the hospital still make money for us but have slowed down this past year. Lindsay Anaka still looks after this for the Auxiliary.

We took on the venue of doing Pancake breakfast at the Winer Carnival which was very well received by the Community.

This past year our Memorial donations were over \$5,700.00. Second Chance store donated over 2800.00. All our fundraising was a great success. Our community is very generous to our Auxiliary. We are a success due to their generosity. This year we received a \$10,000.00 & \$500.00 anonymous donation. Our Tag Day alone took in over \$2000.00. We have a \$50,000.00 GIC in place that goes towards our pledge of \$82,500.00 towards the Heart Monitoring System in partnership with the Foundation.

Mitchell's Dollar Store hosts our sale of Nevada break-open tickets & Catch the Ace. Both these Venues are our main source of Revenue & are thankful Donna allows us to host these venues at her store. A "Big Thank You to Donna Rogowsky".

Our Catch the Ace is a huge volunteer commitment & I personally "Thank Margie Grand" for taking on this project for the last couple of years. The next Catch the Ace session will be coordinated by Karen Imrie which is our major fundraising and a very time-consuming fundraising event. Our Hospital is the beneficiary of this fundraiser.

Craft & Gift show/Christmas cakes/bake sales/catering/ to name a few of our fundraising. Donations from Francophone Ass. /Lac Suel Walleye Cup/Second Chance/.

Ear Falls venue/Red Lake IGA/Balmertown Food Fair for allowing us over the years to do our Tag Days.

Our pride & joy is doing the flower gardens every year. We receive so many comments every year & we know the public appreciates it.

I'm stepping down this year as Auxiliary President. It is time for new blood. It was an honour to represent the auxiliary over these past years. I will still be an active volunteer for years to come, I hope.

Elsie (Toots) Everley
Auxiliary President

