

ANNUAL REPORT 2025-2026



RED LAKE MARGARET COCHENOUR
MEMORIAL HOSPITAL



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MESSAGE FROM THE CEO, CHIEF OF STAFF AND BOARD CHAIR

2025-2026 was a year marked with stabilization and growth for the organization. In collaboration with our partners and stakeholders, we focus on the goals of our strategic plan: improving the patient experience, fostering a collaborative and supportive team, managing resources responsibly and collaborating with stakeholders.

We have been fortunate to add to our complement of full-time employees and physicians, giving us a sense of optimism and determination as we continue to build for the future. The entire team managed fiscal resources with care and consideration: the hospital is pleased to report a financial surplus for 2025-2026.



The Board, leadership and front-line teams were focused on three accreditation surveys that happened over the space of the year: Ontario College of Pharmacists, Accreditation Canada and Accreditation Laboratory survey. In each survey, we are proud to say that we met and exceeded the quality standards across the organization.

Red Lake Hospital is one of 13 hospitals in northwest Ontario investing in a new electronic health record, called Meditech Expanse. This project will happen over two years, with go-live in April 2027. The planning and preparation require a significant focus of time, effort and finances, as we work toward a successful implementation. This upgrade will improve patient safety, communication between providers and hospitals, and will significantly change workflow.



The Safe Beds Program door opened to clients in August 2025 and has been growing steadily since then. This four-bed residential program operates 24 hours a day and offers a haven for those who need to pause and regroup. Bringing the program from concept to operations was a major investment of time and expertise on the part of a multi-partner dedicated team.

Together, the RLMCMH Board of Directors, the physicians, and employees strive to fulfill our mission of compassionate, quality care, every patient, every time.

Postscript from the desk of the CEO:

The time has come for me to retire once again. The Board and hospital team will welcome Jennifer Lawrance as the next Chief Executive Officer. Ms. Lawrance will join the team in June and officially assume her responsibilities on June 26th.

It has been my privilege and joy to work as the interim CEO for the past two years with this dedicated Board of Directors and exceptional team. I am grateful for the support of the leadership team, community and partners: the Auxiliary, Foundation, industry partners, the municipality and partner organizations, individuals and families. This community is an amazing place to work and live.



Our Vision

Working Together
for excellence in
Northern healthcare

Our Values



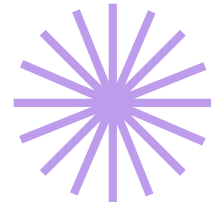
1 RESPECT

2 INTEGRITY

3 ADVOCACY

4 RESILIENCY

Our Mission



**COMPASSIONATE, QUALITY CARE -
EVERY PATIENT, EVERY TIME**

STRATEGIC PLAN 2025-2026

Patient Experience

- 88% of ED patients surveyed rated the overall care as 'excellent' or 'very good'
- 95% said that they were treated with dignity and respect

- 100% of the employees in management and team leadership positions completed **on-line training in Indigenous cultural safety** and awareness.
- 100% of nurses completed **training on electronic triaging system** for the emergency department.
- The **palliative care committee** was re-established; plans are progressing for the enhancement of the palliative care room and a common room for gathering.
- **Safe Beds program** provides specialized therapeutic support and stability for individuals with mental health or addictions disorders.

Team Experience

- Non-crisis intervention training: 59% of Full-time employees
- Lost time injury due to violence: 1
- Employee survey: 95% reported that people we work with help each other
- Employee survey: 81% reported that their supervisor provide feedback

- **Professional Development:** the hospital was able to offer advanced cardiovascular life support, cardiac rhythm interpretation, neonatal resuscitation program, fetal health surveillance, basic life support, gentle persuasive approach, regional critical care response program, crisis prevention and intervention, IV pump review, safe use of restraints, lifts and transfers
- **'Your Health Space'**, a workplace mental health service for Ontario's healthcare organizations delivered two workshops over two days for leadership and front-line team. The workshops provided an opportunity for staff to focus on their own well-being at work.

STRATEGIC PLAN 2025-2026

Sustainability and Growth

- Surplus Balance: \$583,046
- Vacant positions at year end: hospital 2.0 FTE, community programs 1.0 FTE

- **All leadership positions filled**, including maternity leave positions
- **Meditech Expand**: electronic medical record replacement on track for implementation in April 2027
- **CT Scan proposal** submitted to Ministry of Health (MOH) in August 2025
- **Request for funding** to support planning for hospital redevelopment submitted to MOH in anticipation of projected population growth submitted to the Ministry of Health
- **Employee vacancy rate** is lowest in years
- **Infrastructure renewal**: CCTV replacement, replacement of seven windows with more replacements to follow in 2026-2027
- **Grow Your Own**, tuition support for employees in exchange for a 'return of service' commitment in difficult to fill positions, health records technician and laboratory assistant

Partnerships with Purpose

- Participated in three Pikangikum Health Authority quarterly meetings
- Active partnership with Rural Regional Pharmacy services
- Active partnership with Regional Laboratory program

- Development of a '**frailty pathway**' for RL health hub, in conjunction with Ontario Health North, Kiiwetinoong Healing Waters OHT (KHWOHT) and St Josephs Care Group
- **Pikangikum First Nation Health Authority** (PHA) quarterly meetings to build understanding
- **Community Health Care Committee** partnership with municipality and industry leaders to support physician recruitment: housing support for two full-time physicians who joined the Red Lake Medical Associates in 2025-2026
- **Rural Regional Pharmacy Program**, a collaboration of 7 small hospitals for shared pharmacy services, daytime coverage, initiated in March 2026
- Thunder Bay **Digital Health Council**, shared information systems, health informatics and cybersecurity

MEET OUR BOARD DIRECTORS



MEET OUR LEADERSHIP TEAM



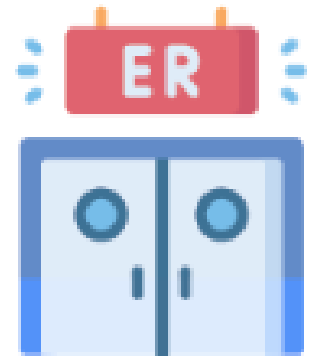
YEAR IN REVIEW: VISITS AND USAGE



123
EMPLOYEES



2498
INPATIENT DAYS



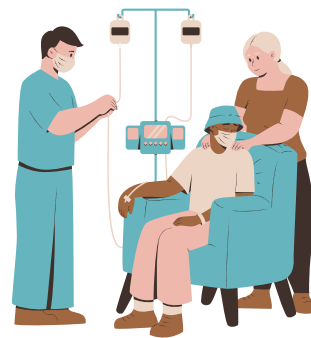
6119
ER VISITS



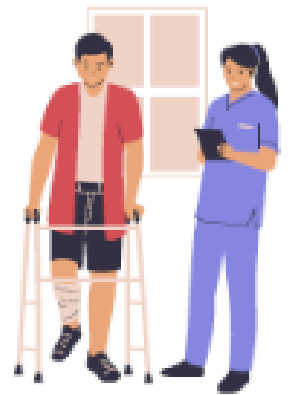
5755
DIAGNOSTIC
IMAGING VISITS



53421
LABORATORY
TESTS ON-SITE



659
CHEMOTHERAPY
VISITS



1,107
PHYSIOTHERAPY
VISITS



529
TELEHEALTH
VISITS



163
ENDOSCOPY
VISITS

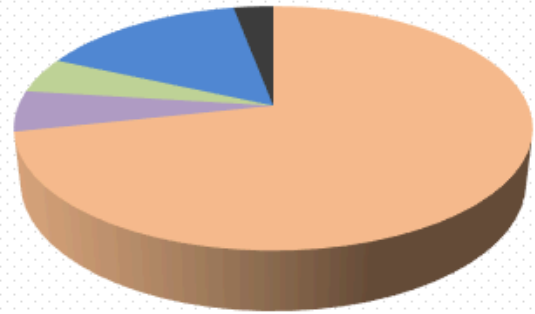
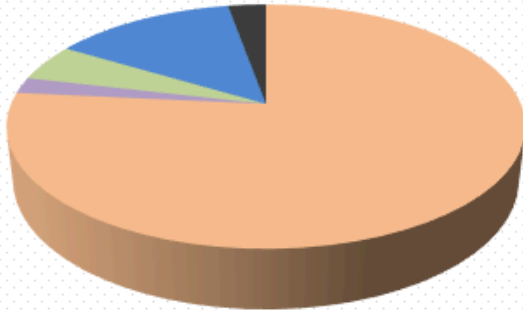


135,605
TOTAL POUNDS

FINANCIAL REPORT

STATEMENT OF OPERATIONS

Revenues



For the year ended March 31

2026

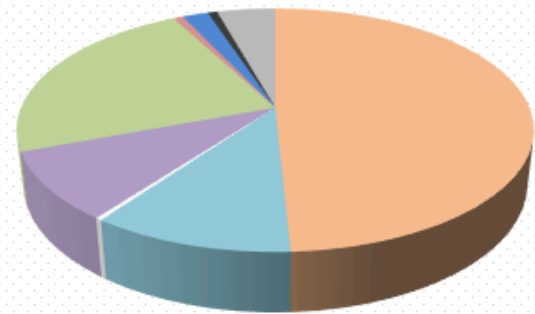
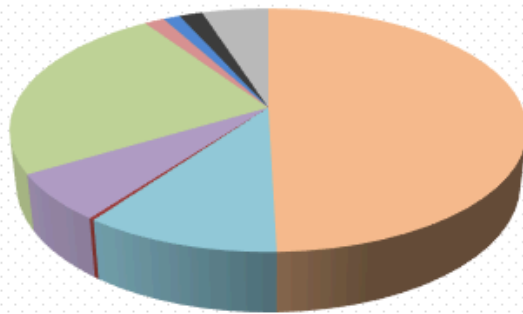
| | | |
|--|----------------------|-----|
| Ministry of Health Base Allocation | \$ 9,864,028 | 77% |
| Ministry of Health Pandemic Payments | \$ - | 0% |
| Ministry of Health One Time Payments | \$ 273,690 | 2% |
| Hospital On-Call Coverage | \$ 560,562 | 4% |
| Cancer Care Ontario | \$ 73,417 | 1% |
| Other Revenue | \$ 1,753,567 | 14% |
| Amortization of Donations and Grants for Equipment | \$ 363,323 | 3% |
| Visiting Specialist | \$ - | 0% |
| Total | \$ 12,888,587 | |

For the year ended March 31

2025

| | | |
|--|----------------------|-----|
| Ministry of Health Base Allocation | \$ 8,527,113 | 72% |
| Ministry of Health Pandemic Payments | \$ - | 0% |
| Ministry of Health One Time Payments | \$ 644,212 | 5% |
| Hospital On-Call Coverage | \$ 492,520 | 4% |
| Cancer Care Ontario | \$ 71,544 | 1% |
| Other Revenue | \$ 1,822,574 | 15% |
| Amortization of Donations and Grants for Equipment | \$ 352,287 | 3% |
| Visiting Specialist | \$ - | 0% |
| Total | \$ 11,910,250 | |

Expenses



For the year ended March 31

2026

| | | |
|-------------------------------|----------------------|-------|
| Salaries and Wages | \$ 6,062,808 | 49.8% |
| Employee Benefits | \$ 1,265,576 | 10.4% |
| Employee Future Benefits | \$ (33,800) | -0.3% |
| Medical Staff Remuneration | \$ 759,595 | 6.2% |
| Supplies and Other Expenses | \$ 2,953,292 | 24.3% |
| Drugs and Medical Gases | \$ 182,944 | 1.5% |
| Medical and Surgical Supplies | \$ 154,751 | 1.3% |
| Bad Debts | \$ 211,324 | 1.7% |
| Equipment Amortization | \$ 607,072 | 5.0% |
| Total | \$ 12,163,562 | |

For the year ended March 31

2025

| | | |
|-------------------------------|----------------------|-------|
| Salaries and Wages | \$ 6,315,810 | 49.6% |
| Employee Benefits | \$ 1,370,309 | 10.8% |
| Employee Future Benefits | \$ (44,100) | -0.3% |
| Medical Staff Remuneration | \$ 1,159,503 | 9.1% |
| Supplies and Other Expenses | \$ 2,953,951 | 23.2% |
| Drugs and Medical Gases | \$ 91,308 | 0.7% |
| Medical and Surgical Supplies | \$ 247,958 | 1.9% |
| Bad Debts | \$ 90,283 | 0.7% |
| Equipment Amortization | \$ 560,301 | 4.4% |
| Total | \$ 12,745,323 | |

Excess of Revenue over Expenses
from Hospital Operations

\$ 725,025

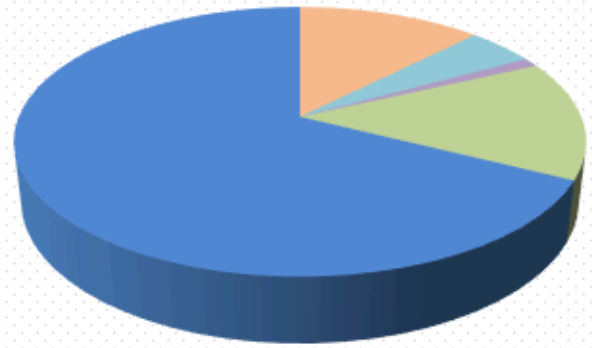
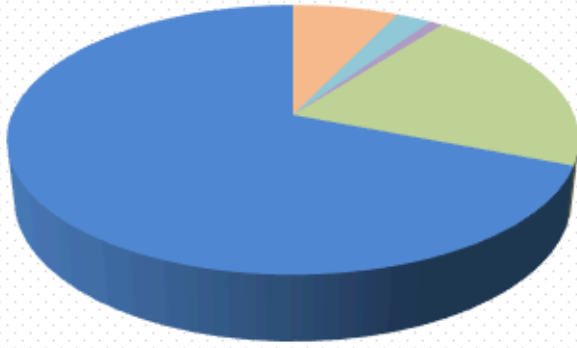
Excess of Revenue over Expenses
from Hospital Operations

\$ (835,073)

FINANCIAL REPORT

STATEMENT OF FINANCIAL POSITION

Assets



For the year ended March 31

2026

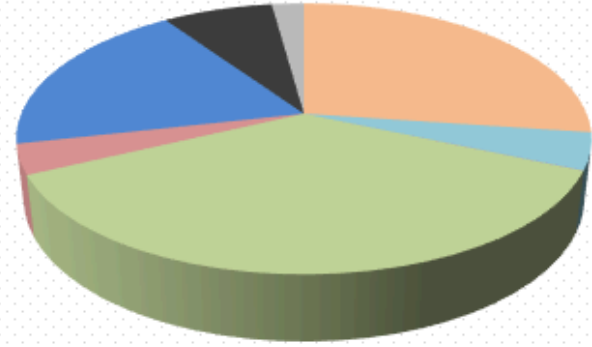
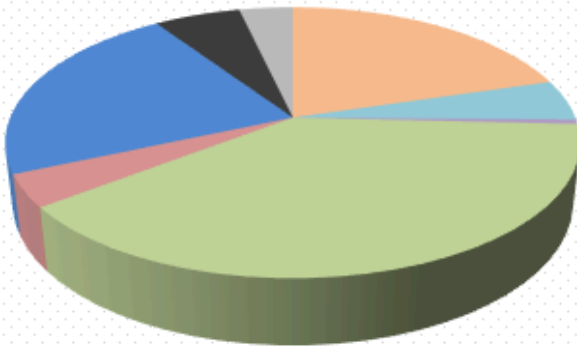
| | | |
|-----------------------|----------------------|-----|
| Cash | \$ 1,133,886 | 7% |
| Accounts Receivable | \$ 380,506 | 2% |
| Inventories | \$ 139,329 | 1% |
| Prepaid Expenses | \$ 830,819 | 5% |
| Long Term Investments | \$ 2,429,449 | 15% |
| Capital Assets | \$ 10,964,454 | 69% |
| Total | \$ 15,878,443 | |

For the year ended March 31

2025

| | | |
|-----------------------|----------------------|-----|
| Cash | \$ 2,155,294 | 12% |
| Accounts Receivable | \$ 789,165 | 5% |
| Inventories | \$ 187,803 | 1% |
| Prepaid Expenses | \$ 357,864 | 2% |
| Long Term Investments | \$ 2,133,058 | 12% |
| Capital Assets | \$ 11,724,828 | 68% |
| Total | \$ 17,348,013 | |

Liabilities and Net Assets



For the year ended March 31

2026

| | | |
|------------------------------------|----------------------|-------|
| Accounts Payable | \$ 3,660,066 | 23.1% |
| Loans | \$ 872,556 | 5.5% |
| Deferred Contributions | \$ 99,946 | 0.6% |
| Deferred Capital Contributions | \$ 6,965,119 | 43.9% |
| Post-Employment Benefits Liability | \$ 693,400 | 4.4% |
| Invested in Capital Assets | \$ 3,984,203 | 25.1% |
| Unrestricted Net Assets | \$ (1,043,506) | -6.6% |
| Accumulated Remeasurement Gains | \$ 646,659 | 4.1% |
| Total | \$ 15,878,443 | |

For the year ended March 31

2025

| | | |
|------------------------------------|----------------------|-------|
| Accounts Payable | \$ 5,542,358 | 31.9% |
| Bankers' Acceptance | \$ 886,903 | 5.1% |
| Deferred Contributions | \$ 9,446 | 0.1% |
| Deferred Capital Contributions | \$ 7,384,944 | 42.6% |
| Post-Employment Benefits Liability | \$ 727,200 | 4.2% |
| Invested in Capital Assets | \$ 3,865,341 | 22.3% |
| Unrestricted Net Assets | \$ (1,507,691) | -8.7% |
| Accumulated Remeasurement Gains | \$ 439,512 | 2.5% |
| Total | \$ 17,348,013 | |

ANNUAL CELEBRATIONS & EVENTS



PRIDE MONTH

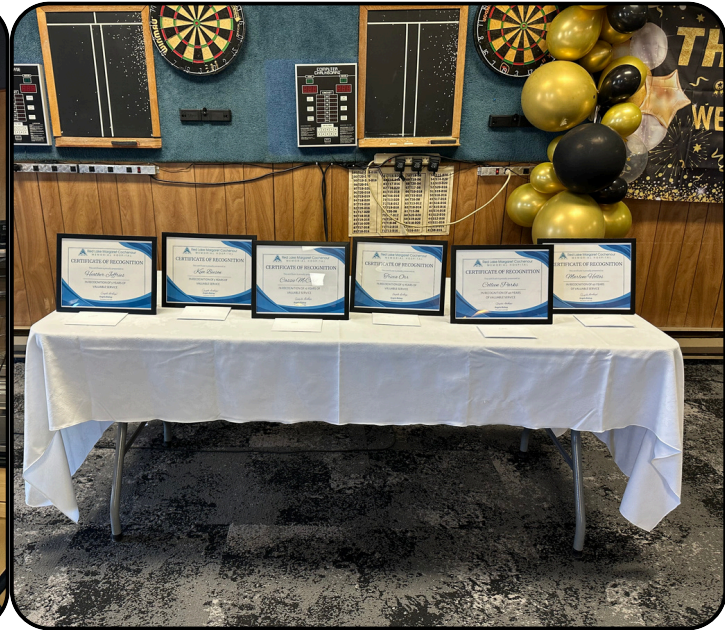


TRUTH & RECONCILIATION DAY



HALLOWEEN CELEBRATION

ANNUAL CELEBRATIONS & EVENTS



EMPLOYEE RECOGNITION EVENT



HOLIDAY PARTY

RLMCMH FOUNDATION REPORT

The Red Lake Margaret Cochenour Memorial Hospital Foundation experienced another successful year of fundraising and community support in 2025–2026. Through the generosity of donors, sponsors, volunteers, and community partners, the Foundation continued its commitment to enhancing local healthcare services and supporting essential hospital equipment purchases.

Fundraising efforts generated approximately \$173,871 throughout the year. The Foundation's largest fundraising event was the 2025 Golf Tournament, held on June 20–21, which raised just over \$147,000, accounting for approximately 85% of total event revenue. Additional fundraising initiatives included the Legion Meat Draw, Split the Pot, and the Tim Hortons Smile Cookie Campaign, which was shared between the Hospital Auxiliary and the Foundation.

In addition to event fundraising, the Foundation received \$26,187 in net donations. Contributions came through memorial donations, CanadaHelps, and various community donations, demonstrating the continued support of individuals and organizations dedicated to strengthening healthcare in the Red Lake region.



RLMCMH FOUNDATION REPORT

Foundation Purchases 2025-2026: During the year, the Foundation committed \$508,567 toward vital hospital equipment and services. Major commitments included a new chemistry analyzer, coagulation analyzer, medication cabinets, blanket warmer, outpatient and emergency department chairs, and stress EKG/treadmill equipment. These investments will help ensure patients continue to receive high-quality care close to home.

The Foundation also completed purchases totaling \$47,587, including a bladder scanner, support for the Grow Your Own Health Records initiative, and two Nursing recruitment incentives. These purchases and programs contribute directly to improving patient care, supporting staff recruitment, and strengthening healthcare services within our community.

The Foundation remains grateful for the ongoing support of donors, volunteers, sponsors, and community members whose generosity makes these investments possible. Together, we continue to build a stronger healthcare system and improve access to quality care for the residents of Red Lake and surrounding communities.

Roger Cormier

RLMCMH Foundation Board Chair



RLMCMH AUXILIARY REPORT

Our Auxiliary membership remains stable at 33 individuals from the communities of Red Lake and Ear Falls. We have had another very successful year. As of March 31st of this year, the total amount of monies raised in support of the Hospital is \$64,262.54. This has enabled the purchase of the following equipment: dryers for the laundry department, recumbent bike, treadmill and dumb bells for the physio department, a hoier lift for the emergency department, a bed alarm system and hospital bed for the nursing department, as well as a ranger blood fluid warming unit. These items totaled \$62,741.81. As of June 1st, the Auxiliary has pledged \$39,000 for the purchase of equipment for the hospital in 2026-2027.

Catch the Ace is the Auxiliary's biggest fundraiser, followed by the annual spring craft and trade show. We also conducted tag days in Ear Falls, Balmertown, and Red Lake, as well as round-up days at Balmertown food fare. We continue to join forces with the Foundation for the Tim Horton's Smile Cookie campaign. We participate in the meat draws to garner funds, as well as Red Lake Lions bingo canteens in Red Lake, and canteens in Ear Falls for Canada Day and the Walleye tournament. We have been selling nevada tickets (pull tickets) for many years, but plan to discontinue this with the popularity of on-line gambling resulting in waning sales. In late fall, we are busy making Christmas cakes to sell, as we have done over the past several years. We held a pancake breakfast during the Red Lake winter carnival and plan on doing another one during Norsemen Days. Other money generators are our vending machines in the hospital and In Memorium donations. We are also grateful recipients of funds from the Second Chance store and other organizations and individuals in our communities.



RLMCMH AUXILIARY REPORT

Other activities we do to support the Hospital is recognizing the Nursing Staff during Nurses' Week with a basket of condiments for their staff room. This year we also recognized the nurses at the Ear Falls Community Health Centre for their work in healthcare with ID badges and a cake. Summer has arrived, so we are presently busy beautifying the hospital entrance area and window boxes with flowers. Two of our members have been looking after plants in the walk-way between the Hospital and Northwoods for the enjoyment of staff and patients. In addition, we provide two one-thousand dollar bursaries to graduating Red Lake High School students who are going into health related fields. Something new we did this year was to attend the Welcome Newcomers evening at the Heritage Centre to attract new volunteers to continue our legacy of supporting the Red Lake Margaret Cochenour Hospital.

Respectfully submitted by Kathy Robinson, President



RLMCMH Board of Directors

Trevor Zhukrovsky

Board Chair

Arlene Swanwick

Vice-Chair

Jennifer Sedlacek

Elected Board Director

Scott Macumber

Elected Board Director

Dianne Pertoci

Auxiliary Appointed Board Director

Donna Williams

Elected Board Director

Margaret Harland

Elected Board Director

Michele Alderton

Elected Board Director

Ursula DeKeyser

Elected Board Director

Marion Whitton

Foundation Appointed Board Director

Ray Hall

Elected Board Director

RLMCMH Non-Voting Directors

Angela Bishop

Interim CEO

Taylor Smith

Chief Nursing Executive

Dr. Diane Zielke

Chief of Staff

Dr. Vic Aniol

President of Medical Staff

