

Annual Report
2020-2021

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Vision, Values, Mission

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.

Our Board of Directors 2020-2021



Eleanor Vachon
Board Chair



Trevor Zhukrovsky
Board Vice-Chair



Dennis
Gushulak



John
Frostiak



Marshall
Dumontier



Dianne
Pertocci



Audrey
Blazek



Sonia
Green



Brenda
Cooke



Tanya
Wilson

Non-Voting Members 2020-2021



Sue LeBeau
President and Chief
Executive Officer

Meghan Gilbert

Chief Nursing
Executive

Dr. Diane Zielke

President of
Medical Staff



Dr. Andrew Gloster
Chief of Staff



COVID-19

BLAZING NEW PATHS DURING THE PANDEMIC



With the arrival of the global COVID-19 pandemic, RLMCMH faced an unprecedented challenge. We needed to act quickly and decisively to protect our community. And we did. In collaboration with our Physicians, our Staff and Leadership team have kept abreast of emerging COVID information and changing evidence. We have adapted to rapidly and frequently changing epidemiological, infection control, screening, testing and treatment realities. We focused, and effectively met the COVID challenge head-on.

We prepared and adapted to COVID in numerous ways. We dealt with personal protective equipment (PPE) shortages by implementing inventory tracking, monitoring and reporting. We determined, documented, and communicated our PPE conservation approaches. Early in the pandemic, we escalated mask use by staff, patients and visitors, and advocated for our region to do the same. Following Public Health recommendations, we put measures into place to enable work from home when appropriate. Within a few weeks, we established and staffed two offsite resources: our Assessment Centre, which has provided hundreds of COVID tests and many times more assessments, and our Isolation Centre, which has provided nearly 1000 guest nights of service. We added two negative pressure rooms. We designed, tested, and refined COVID intubation procedures and procedures to assess patients in the safe spaces. We set up six additional beds within existing space and established a process to triage and segregate patients who presented with COVID symptoms in a repurposed room. We established screening for everyone entering the Hospital and implemented approaches to keep outpatient services flowing safely.

We actively supported our local partners' COVID response. We placed a Mobile Enhancement and Support Team (MEST) on standby to provide support to Northwood Lodge Long-term Care facility if needed. We helped Northwestern Health Unit and the Red Lake Family Health Team plan and provide COVID vaccination to our community. Throughout the pandemic, our team stayed informed and communicated our learning. The Leadership team and a core staff team huddled multiple times weekly, and on weekends as needed. In these discussions, we anticipated and planned for changes in screening and treatment guidelines, legislation and mounting reporting obligations. We followed up to evaluate and make continual improvements. We held regular Medical Advisory Committee meetings to ensure clinical readiness. We implemented staff-only videoconferences to provide a forum to ask questions, express concerns and access support. We kept our patients, families and community informed through regular Facebook and website updates, promoting handwashing, physical distancing and mask use early and consistently throughout the pandemic.

E V A C U A T I O N



This past summer, our community experienced a mandatory evacuation for a forest fire that was threatening to approach the town. Staff at the hospital quickly responded to ensure the safe and efficient transfer of patients from the hospital to other communities. We worked closely with the municipality, the MNRF, Northwest EMS, ORNGE, Criticall, other regional hospitals and patients and families to make the transfers a success. Over the next few days, many staff remained at the hospital to support emergency personnel responding to the fire. In addition, we stayed in close communication with the MNRF to ensure the safety of staff who stayed behind.

The approach to repatriation was complicated by the necessary public health measures related to the global pandemic and the delayed resumption of essential services such as natural gas. However, with some advanced planning and communication, the hospital was able to safely repatriate patients and support the community returning home. This experience will surely be one we will not forget!

Our Year in Numbers



247 Inpatient Stays



562 Virtual Diabetes Visits



5,027 Emergency Department Visits

392 Physiotherapy Visits



135 Scopes



7,194 X-Rays on 2781 Patients



6 Births

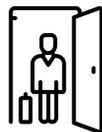
1481 Ultrasounds Performed



Over 94% of Staff Immunized against COVID (1st Dose)



135 Employees



800+ Isolation Centre Guest-Nights

567 COVID Tests Done



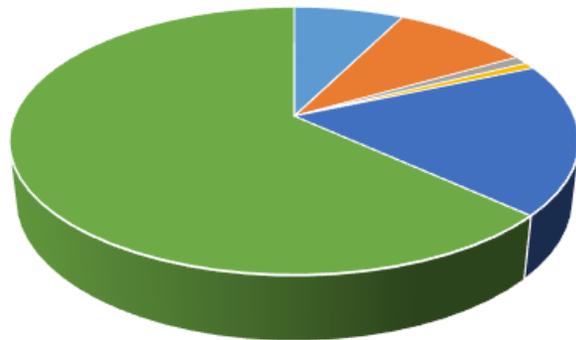
35 New Hires

35 Departures



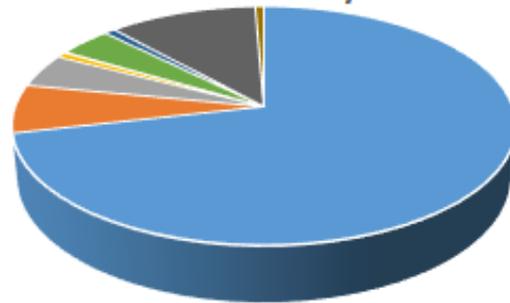
Financial Report

Assets - 2020/2021



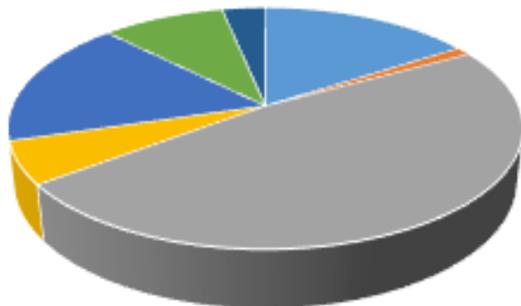
- Cash \$1,052,096 (7%)
- Accounts Receivable \$1,314,554 (9%)
- Inventories \$138,851 (1%)
- Prepaid Expenses \$107,332 (1%)
- Long Term Investments \$2,592,744 (18%)
- Capital Assets \$8,944,488 (63%)

Revenues - 2020/2021



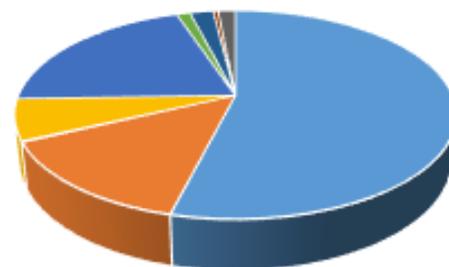
- MOH-Base Funding \$7,141,954 (71%)
- MOH-Pandemic Funding \$655,062 (7%)
- Hospital On-Call Coverage \$457,212 (5%)
- Cancer Care Ontario \$72,616 (1%)
- In-Patient \$15,137 (<1%)
- Out-Patient \$395,387 (4%)
- Co-Payment \$81,468 (1%)
- Differential \$1,300 (<1%)
- Recoveries \$1,111,137 (11%)
- Amortization of Grants \$64,372 (1%)

Liabilities and Net Assets - 2020/2021



- Accounts Payable \$2,242,418 (16%)
- Deferred Contributions \$158,954 (1%)
- Deferred Capital Contributions \$6,755,864 (48%)
- Post-employment Benefits Liability \$801,000 (6%)
- Invested in Capital Assets \$2,426,284 (17%)
- Unrestricted Net Assets \$1,305,379 (9%)
- Accumulated Remeasurement Gains \$460,165 (3%)

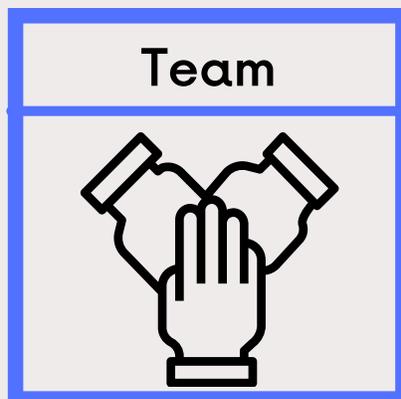
Expenditures - 2020/2021



- Salaries & Wages \$5,375,954 (54%)
- Employee Benefits \$1,391,336 (14%)
- Employee Benefits Future costs \$20,100 (<1%)
- Medical Staff Remuneration \$635,069 (6%)
- Supplies and Other \$2,028,482 (20%)
- Drugs \$118,278 (1%)
- Medical and Surgical Supplies \$201,512 (2%)
- Bad Debts \$42,821 (<1%)



Performance on our Strategic Priorities



Our [Hospital Scorecard](#) details our progress in our five strategic priority areas, as identified by our [Strategic Plan](#). In this section, we celebrate some of the highlights of our work.

Our Scorecard and Strategic Plan can be found on our website under accountability and transparency.

Quality

RNAO BPSO

Best Practice Spotlight Organization (BPSO) designation was launched by Registered Nurses Association of Ontario (RNAO) as a knowledge translation strategy to support adoption of best practice guidelines to optimize health and clinical outcomes throughout healthcare settings. Hospitals or other health care organizations partner with RNAO over a period of 3 years to work on meeting requirements of a BPSO designation. We are very proud of our team's achievements within this program to date. We have implemented all five guidelines this past year and are starting to see positive results. The five chosen guidelines for implementation are

- Prevention and management of pressure injuries
- Falls prevention
- Patient and family centred care
- End of life care
- Pain management.

The program has allowed us to focus on continuous quality improvement efforts while responding in tandem to the global pandemic threat. We have been able to find a good balance that allows us to move forward in these initiatives effectively. The program has also lent leadership development opportunities to our nursing and interdisciplinary team. Our goals for year three are focused on the sustainability of implementation strategies and continued leadership development through the advanced practice fellowship program.



Quality

Patient Safety Meetings

Interdepartmental collaboration is key to ensuring patient safety. Our weekly patient safety meetings provide a unique platform to discuss patient safety issues from a systems-level perspective. This opportunity allows our departments, such as nursing, lab/ diagnostic imaging, physio, risk, and management, to collaborate on a root-cause analysis and address the issue from a macro-level perspective. We also ensure to communicate changes to our staff and monitor the impact of said changes on our processes. Patient safety meetings allow us to foster a just culture while addressing issues at a systemic level.



Quality



Transfer of Custody/ Safety Plan/ Safe Room

Over this past year we have made great strides in improving the care environment for our patients experiencing mental health concerns and crisis. We worked closely with the Red Lake OPP to develop a transfer of custody form which allows for a consistent, efficient and safe approach to transfer of care of patients to the emergency department. We have committed to monitoring the use of this form to ensure sustainability and were successful in achieving our target results. We have also focused on the development of safety plans for patients experiencing suicidal ideation, the creation of safety plans with patients is one way to support wellbeing and continuity on discharge from the hospital. This initiative was identified on our quality improvement plan for the year and target results were achieved. We continue to make improvements and adjustments to our safe room. This safe room provides a space for patients experiencing a mental health issue which is private, secure and free from hazardous items. This ensures a safe environment for patients as well as staff.

Accreditation

Pharmacy

The pharmacy continues to ensure the hospital meets the standards of practice of Ontario College of Pharmacists and Accreditation Canada. By performing audits and reviewing reports, quality improvement measures are implemented.



Laboratory

On the Institute of Quality Management in Healthcare (IQMH) direction, the RLMCMH laboratory took part in a mid-cycle self-assessment review and successfully met all laboratory requirements.

In addition to the self-assessment, the laboratory applied for a virology scope addition with the intent to add COVID-19 PCR testing to the lab's licence. This scope addition evidence was assessed and approved by Accreditation Canada's laboratory division in early 2021.

The laboratory also participates in an extensive proficiency testing program with IQMH or OneWorld Accuracy to ensure it is releasing test results of the highest accuracy and precision standards. In 2020, 99% of the submitted results for proficiency were consistent with the IQMH and Oneworld Accuracy test results.



Hospital

Due to the pandemic, our hospital wide accreditation has been postponed until later in 2021. We continue to work on meeting Accreditation Canada standards and plan to complete accreditation by the end of the year.

Access



53 Individuals were referred to a specialized Mental Health/ Addictions Service



"As the Patient Family Advisory Committee, we discussed the registration process for the Lab and Diagnostic Imaging services multiple times in the past few years. This year with the addition of Covid 19 concerns, we again worked through the best scenarios for all persons to safely and simply access the Lab area and concluded this was through the waiting room entrance near the Lab where a receptionist is ready to greet you.

There were 107 after hours crisis calls 2020-2021. 42% of these calls were resolved in the community and diverted from the Emergency Department

In the fall we were invited to assist in brainstorming how to make the Covid Assessment Center winter friendly. We partnered with representatives from the hospital, EMS, and municipality to discuss how to keep community members and nurses warm and safe while performing swabs outdoors. It's so satisfying to lend your ideas and experience and see it make a difference in serving the community"



Team



Nursing Student

The hospital supported both a nursing summer student as well as clinical placements of a fourth-year nursing student from Lakehead University this past year. We were grateful for the opportunity to support these students in their clinical and professional development.

Patient Programming

This past year has been challenging to provide programming for our ALC and Chronic Care patients due to the pandemic. But we got creative; our kitchen staff stepped up and regularly delivered jokes-of-the-day and colouring packages to our patients with their lunch meals. Our isolation centre staff lent their expertise and prepared activity packages that care partners could enjoy with their loved ones at the hospital. We were fortunate to have a local high-school Co-Op student, Paige Wilkins, provide one-on-one programming to our ALC/chronic care patients. Paige's day would involve colouring, picture viewing, or simply conversing with them. Despite the pandemic, with creative problem solving and teamwork, we could still provide activities for our patients.



Team

Employee Safety Plan

RLMCMH is committed to providing a safe work environment. To that effect, this past year we developed our employee safety plan program. This program allows us to work in collaboration with our employees to develop a safety plan for when they experience a threat to their personal safety. Safety planning can range from accommodating work schedules to implementing extra safety measures to reduce the risk of a precarious situation. We hope to not ever utilize this program but should such circumstances arise, we are prepared to partner with our employees to ensure a safe and stress-free work environment.

I have witnessed first hand the excellent care provided by “front line” hospital staff while attending to a friend residing in alternate living care for an extended period. What I did not realize was the detailed effort by the “behind the scenes” hospital staff that supports the care he and everyone else receives on a day to day basis. My eyes have certainly been opened since becoming a member on the PFAC team.

Staff Duress and Nurse Call System

We are very excited to move forward with the purchase of the Nurse Call System and Staff Real Time Locating systems. The Nurse Call system was a much-needed upgrade to our current infrastructure and will support us for years to come. We hope to improve the patient experience by offering its many user-friendly features. The Real Time Locating System will greatly improve the staff duress processes at the hospital. This system will create a much more secure environment for all departments. Installation of both of these systems is occurring in Q1 of 21/22 year.

Staff for Staff



In 2020 we were able to successfully revive our Staff for Staff Membership! Participating staff members pay dues that go toward staff events, contests, prizes, and more! While there were some challenges this year, due to the pandemic, the organizing committee was still able to put out some exciting initiatives such as monthly cash draws, an outdoor space contest, ice cream sundae bar, raffles, and games. We also organized the sale of Hospital jackets and a holiday gift delivery to children of staff (courtesy of Santa's elves)!. At the close of the fiscal year, we had 64 members with 8 of them on the organizing committee. Any Staff for Staff member is welcome to participate in organizing an event and we welcome fresh ideas. We look forward to a new year and the prospect of being able to gather together, once again!

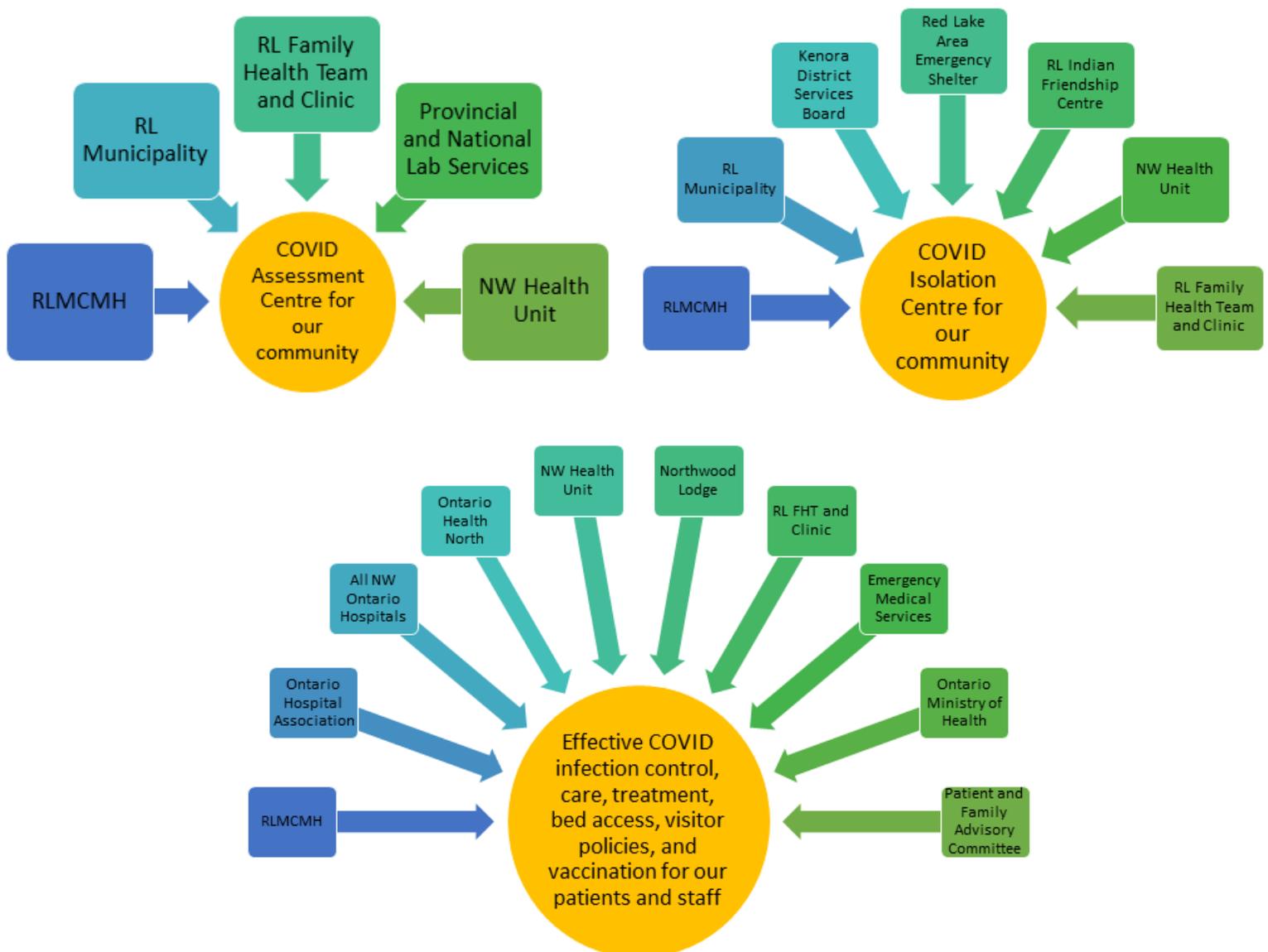


System Leadership and Innovation

Partnerships enabled RLMCMH to find new and better ways to support our patients and community.

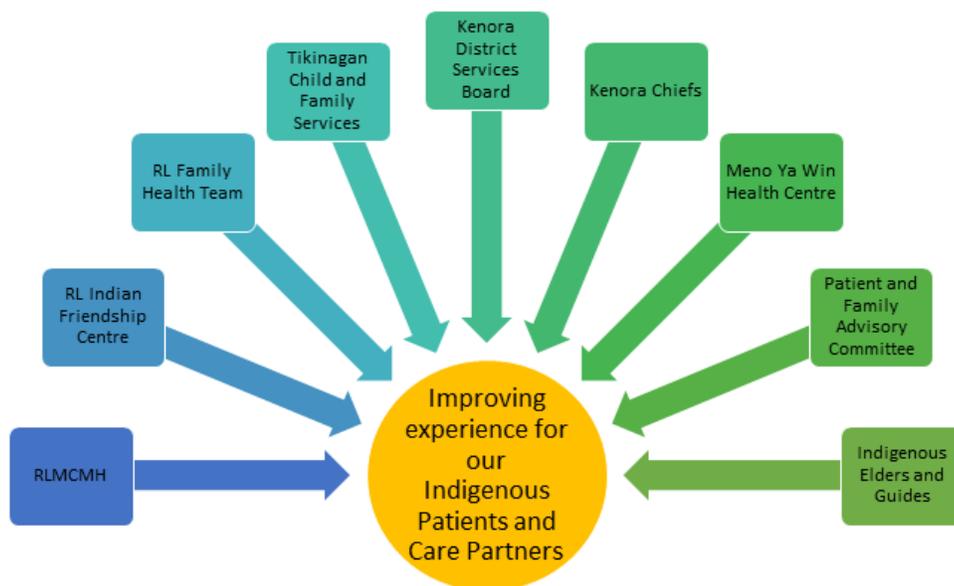
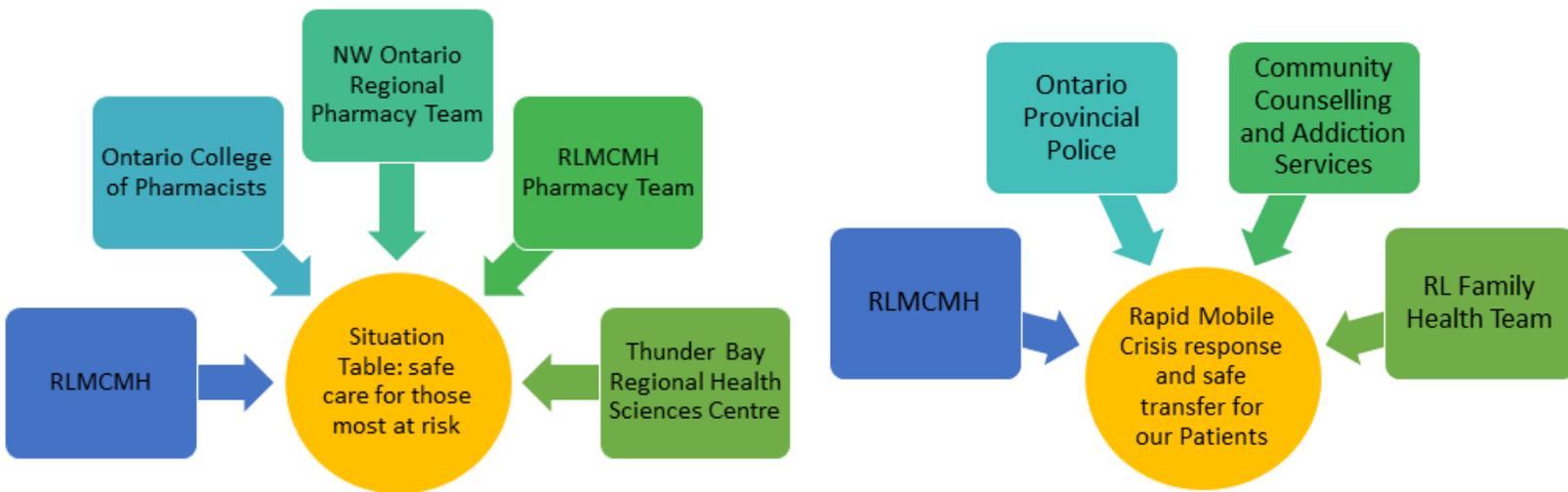
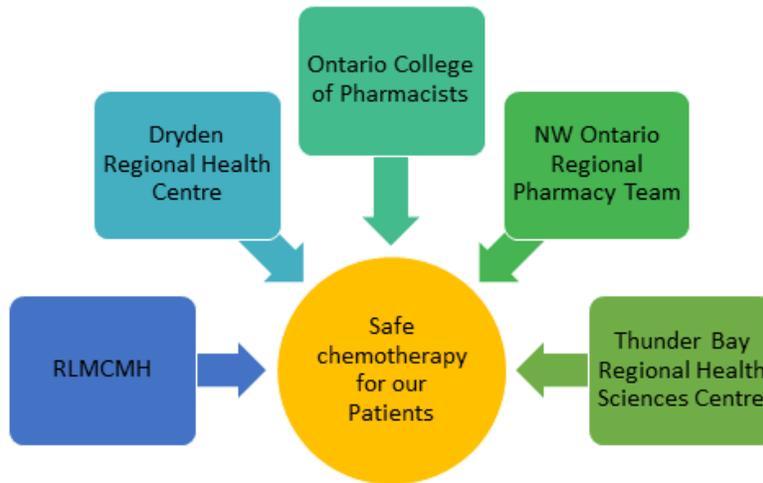
COVID-19

Frequent and open communication with our partners enabled us to respond to rapidly changing COVID-19 pandemic conditions.



Overall Healthcare and Patient Experience

Patients benefited from our partnerships our local Mental Health, Palliative Care, Pharmacy services, and Indigenous Patient experience. For further detail on our Indigenous Patient Experience, please visit our website for our CEO's message.



Fiscal Sustainability

- We maintained a balanced budget, through careful stewardship, and Ministry of Health support for COVID-related expenditures
- Our Foundation and Auxiliary have generously contributed well over \$500K to help support equipment purchases for x-ray, lab, chemo and other patients
- With our Red Lake and Ear Falls Lions Clubs, we successfully applied for a Lions Club International Foundation grant of over \$126K towards our new x-ray equipment.
- We successfully applied for a \$50K small hospital grant from the Canadian Medical Association for COVID-related expenditures
- We received nearly \$35K from the Ministry of Health towards our Nursing New Grad initiative

Sustainable Infrastructure

Safety

- We replaced our electrical panel and generator
- We started our Nurse Call and staff locating system upgrade
- We started our x-ray equipment upgrade

Information Services and Technology sustainability

- We have contributed to the hire of a Chief Information Services Officer for all Northwestern Ontario hospitals, to enable coordinated planning and approaches to cybersecurity, technology advances, planning and purchasing
- We have partnered with Dryden Regional Health Centre to coordinate local services

Patient Satisfaction Survey

Patient satisfaction surveys are crucial in identifying and addressing gaps in our services and programs. To learn more, we administered emergency department, inpatient and outpatient department surveys.

Emergency Department Satisfaction Survey

Overall, how would you rate the care you received in the Emergency Department?



Over the course of 2020/2021, 84% of our Emergency Department visitors rated the care they received at RLMCMH as "excellent".

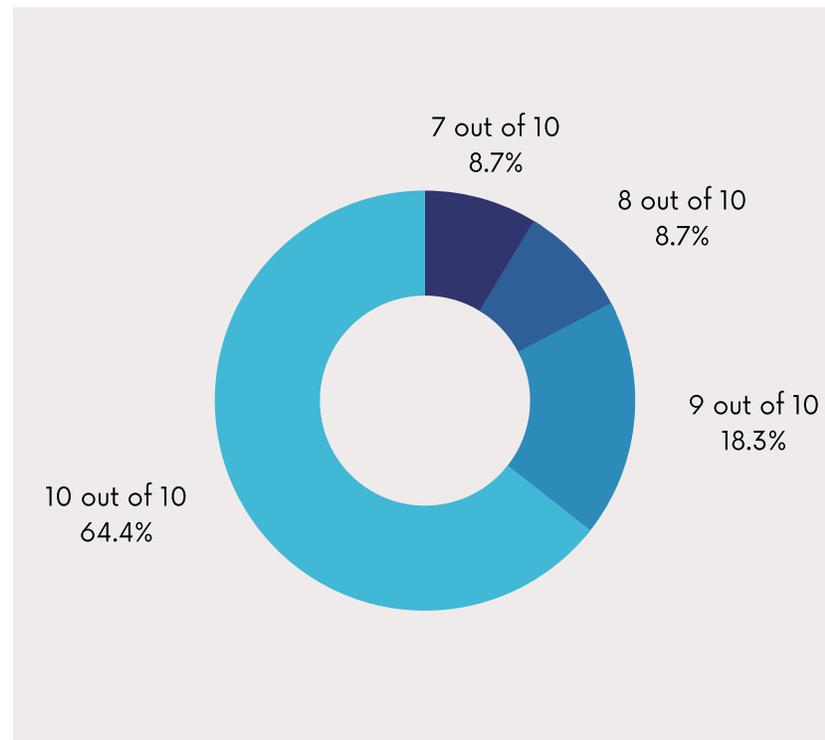
"RLMCMH Lab/DI staff make people feel welcome"

"I would like to thank the doctor and nurses I had for coming to my need quickly. I am very grateful."

Inpatient Satisfaction Survey

No one wants to be in the hospital but if one has to be then RLMCH is the hospital to be in. Doctors, nurses and all staff were the best.

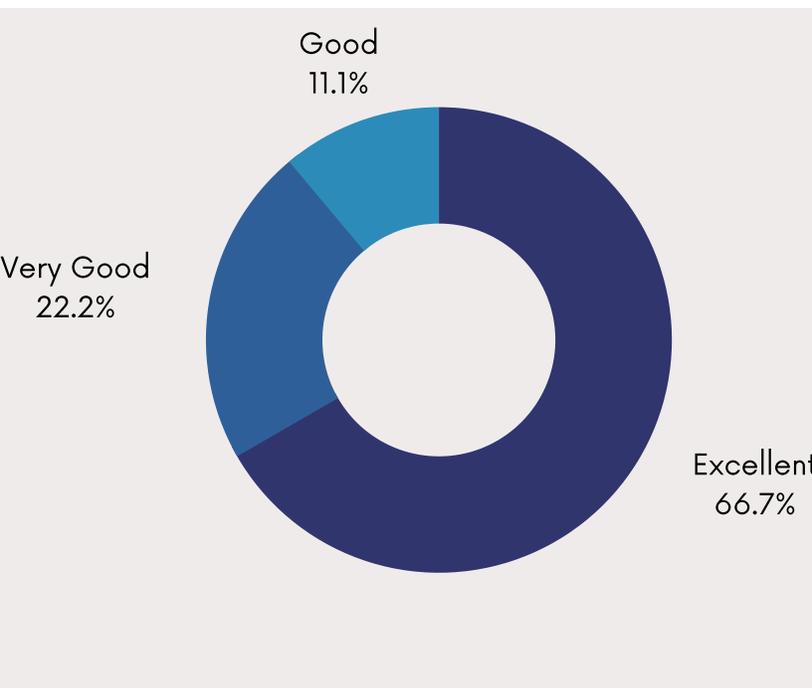
Overall Experience out of 10
0= I had a very poor experience
10= I had a very good experience



Over the course of 2020/2021. 67% of our respondents admitted to the Hospital rated their experience at RLCMH as 10 "I had a very good experience".

Outpatient Satisfaction Survey

Overall, how would you rate the care you received?



100% of our patients were happy with the care they received by our outpatient departments.

"RLMCMH staff treat people with respect and kindness"

"RLMCMH staff are friendly and happy despite how busy they must be"

Auxiliary

Well, what can I say, another year of COVID. Needless to say, not much fundraising is occurring for both units. However, the South unit was able to get in a tag day last September. Both units also give a school bursary in the amount of 500.00 to a student from Ear Falls & Red Lake heading into a medical field of some sort. Red Lake unit a little busier as Red Lake IGA did our Celebrity bagging for us In December. We also sell Nevada break open tickets at Mitchell' Mid town Convenience store. Run the Vending machines at the Hospital & Lindsay Anaka looks after these. Greatly appreciated, Lindsay. And our largest fundraising "Catch the Ace", which this year will raise close to \$50,000.00, give or take a few dollars.

Our fundraising limited. Our memoriam fund took in over 5000.00.

This past year we donated 30,000.00 to the digital X-ray machine & pretty close to 55,000.00 for much needed hospital equipment.

We also try hard to maintain the front flower bed looking good despite the weeds & flower boxes at all the patient's rooms & the chemo room.

Many thanks to all our Auxiliary volunteers for a great year despite COVID. Here's hoping soon we will get back to normal.

Many thanks to the Hospital maintenance & Administration for helping us through a difficult year.

Elsie (Toots) Everley

Main Guild President

Red Lake Margaret Cochenour Memorial Hospital Auxiliary



Tim Hortons 'Smile Cookie' Campaign: Foundation and Auxiliary members partnered to decorate and package cookies for one week in September. The community met the challenge and purchased \$7,843.75 worth of 'Smile cookies'; in addition, Goldcorp Red Lake added a donation of \$5000 to the combined effort, resulting in a total of \$12,843.75. The Foundation and Auxiliary would like to thank Ron Parks and Donna Williams for choosing this organization to be the beneficiary of the Smile Cookie campaign for the past several years.

RLMCH Foundation

The Red Lake Margaret Cochenour Hospital Foundation continued in its' mission to raise funds for the Red Lake hospital, in spite of the challenges presented by COVID-19 restrictions. As a result of public health restrictions, the 2020 annual RLMCH Foundation charity golf tournament and the purse auction were cancelled. New fundraising initiatives were created in order to ensure continued financial growth.

Foundation Commitment of \$500,000: Owing to the generosity of many businesses and individuals at Foundation fundraising activities in the past 4 years, the Foundation has accumulated the \$500,000 which was pledged for the purchase of new digital x-ray equipment. In 2021, the Foundation made a further commitment to raise the remaining \$80,000 needed to close the gap between the cumulative community response and the final cost of the equipment.

Red Lake 50/50 Lottery: The Foundation launched the first monthly 50/50 on-line lottery in March 2021. The initial event generated a grand prize of \$31,898.00. Money from the lottery will be directed to the Hospital for payment of the new digital x-ray equipment.



'Show Your Hospital Some Love': A direct public appeal was launched in February 2021 to raise money for laboratory equipment. Between February to May, the donations of individuals and businesses were \$59,268.70. The funds are ear-marked for the purchase of a CellaVision in September 2021 and excess funds will be directed to the purchase of a stress EKG treadmill and cardiac monitor.

Over \$5,000 was donated to the Foundation 'in memoriam'. We gratefully acknowledge the families of the deceased who designated the Foundation as their charity of choice, and the people who honored the passing of loved ones with a donation

The Foundation lost two of its' dedicated Members in this past year, Toots Thorpe and Terry Bursey. As we mourn their passing, we recall their contributions to the Foundation and the energy they brought to the community.



The RLMCMH Auxiliary, the business community of Red Lake, the many individuals who support Foundation appeals and events throughout the year. This is a community that works together to ensure continued vibrant healthcare services at the Red Lake Margaret Cochenour Memorial Hospital.