

Annual Report

2018-2019



**Red Lake Margaret Cochenour
Memorial Hospital**

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Mission, Vision, & Values

Our Mission:	<i>Working together towards excellence in rural healthcare.</i>
Our Vision:	<i>Compassionate, quality care—every patient, every time.</i>
Our Values:	<i>Our values define who we are and what we stand for.</i>
Patient Centered:	<i>Ensuring the needs of patients and their families are central to our actions and decisions.</i>
Caring:	<i>Responding to our patient and each other with kindness, respect, and compassion.</i>
Integrity:	<i>Doing the right thing in all ways and in every encounter.</i>
Safety:	<i>Maintaining the highest safety standards in patient care and our work environment.</i>
Learning:	<i>Supporting and encouraging our employees, volunteers, and patients in a culture of learning.</i>
Advocacy:	<i>Speaking up for patients and our community.</i>
Accountability:	<i>Operating in a medically, socially, and financially responsible manner.</i>





RLMCMH Board of Directors, 2018-2019

John Frostiak, Board Chair

Audrey Blazek

Marshall Dumontier

Dennis Gushulak

Arlene Swanwick

Angela Bishop, President & CEO

Dr. Andrew Gloster, Chief of Staff

Eleanor Vachon, Vice Chair

Brenda Cooke

Leah Gentes

Vikki Healey

Trevor Zhukrovsky

Rebecca Ross, Chief Nursing Executive

Dr. Diane Zielke, President of Medical Staff



Governance & Leadership Report

At Red Lake Margaret Cochenour Memorial Hospital, we believe in compassionate, quality care for every patient, every time. The 2018/ 19 year was no different. This commitment would not be possible without the dedicated people who support this organization. Thank you to the physicians, nurses, staff, volunteers, and community partners that work together to provide high-quality care and continued access to services for our community.

PATIENTS- Quality of Care

Endoscopy

2018-2019 brought a multi-year construction project to successful completion. The planning and design of the renovated space for endoscopy and medical devices reprocessing started in 2017. After many months of planning and construction, the newly renovated space was opened in November 2018. The Red Lake hospital is pleased to provide an environment for patients accessing an endoscopy procedure that is bright, welcoming and meets all of the health industry standards. The renovation included a complete reconfiguration of the medical devices reprocessing department to meet Accreditation Canada and CSA standards. The \$800,000 project was funded by the hospital through use of accumulated surpluses. The Hospital gratefully acknowledges the donations of our partners: the washer-disinfector donated by the Red Lake Margaret Cochenour Hospital Foundation, the stretchers donated by the Red Lake MCM Hospital Auxiliary and Thunder Bay Health Sciences Research Foundation.

In addition to renovating the space for endoscopy, all procedures related to endoscopy were updated following the best-practice guidelines promoted by Cancer Care Ontario and Health Quality Ontario.

Medication Safety

Medication Safety remains a priority for the leadership team. Together with front line nurses, the leadership team continues to report and review our medication delivery systems and works together with the Ontario College of Pharmacists to ensure all processes meet current standards. Medication incidents remain the number one reason for adverse events in a patient's journey through the healthcare system.

Pharmacy

The Pharmacy has developed a Quality Assurance Program for the compounding of hazardous drugs. The first area in the program ensures personnel receive theoretical and practical training regarding the safe cleaning of the pharmacy and chemotherapy hood. In addition, compounding staff have gone to Sioux Lookout to recertify their aseptic technique with a glove fingertip sampling and a media fill test. The second area of the Quality Assurance Program is the facility requirements to meet regulations. The pharmacy temperature and humidity is monitored with the MESA system. This system sends alarms when there are deviations. This system also tracks our Logs of the daily, weekly and monthly cleaning procedures of the pharmacy.



Governance & Leadership Report *(cont'd)*

The third area within the Quality Assurance Program is the equipment. We verify refrigerators storing medications on a yearly basis. Also, the Mesa system monitors daily temperatures. The Biosafety Cabinet for compounding hazardous drugs is recertified for the particle count and under dynamic testing every 6 months. And the last of the Quality Program is the final product (medication/ treatment). There are checks before and after compounding with a pharmacist providing an oversight from Thunder Bay. The integrity of all ingredients are checked and Lot numbers and expiry dates are documented.

PEOPLE- Learning, Accountability and Wellness

Patient and Family Advisory Committee

The Patient and Family Advisory Committee (PFAC) continue to help us see the hospital through the lens of patients and caregivers. The hospital responded to comments on patient surveys regarding the unacceptable temperature of food delivered to the patient bedside. A plan to purchase new food handling equipment was wholeheartedly supported by the Hospital Foundation, with a view to install the new system in early summer 2019.

Professional Development

Learning for our frontline staff remains a key priority. RLMCMH was pleased and grateful to be chosen by the Ontario College of Family Physicians to be among the first small hospitals in Ontario to host the CARE Course (Comprehensive Approach to Rural Emergencies). For three days in June 2018, eight local physicians, eight Registered Nurses and eight paramedics joined with six course facilitators from British Columbia and Ontario in an intensive learning experience. We provided a three day on site training that included the Advanced Cardiovascular Life Support Course and rhythm interpretation. This education is essential for staff working in the ER so they can assess and treat in a timely manner. Partnering with Thunder Bay Regional Hospital, the RLMCMH is pleased to have access to the Regional Critical Care Response program. This team provides immediate support in the emergency department for critically ill patients through telemedicine. The Regional Critical Care Response program also travels to Red Lake annually to provide our staff with the opportunity to practice emergency skills and handle emergency equipment under the guidance of a critical care team. In addition, nurses and physicians had the opportunity to participate in a two day fetal health surveillance course with the Kenora Midwives. The course was offered on site and was well attended. All of these opportunities have provided our staff with exceptional learning experiences that lead us to fulfill our vision of "working together towards excellence in rural health care".

Physician Complement

We are grateful for the continued active service of Dr. Andrew Gloster, Dr. Vic Aniol, Dr. Diane Zielke, Dr. Mark Polle, Dr. Richard Parker, and Dr. Lisa Habermehl. We are also grateful for the commitment of our part time and locum physicians: Dr. Ehsan Samiee, Dr. Eugene Wong, Dr. Julia Molnar, Dr. Sumeet Khanna, Dr. Saramin Galinski, and Dr. Julie Caron.

We also welcomed Dr. Fariborz Fazileh to our community this year.



Governance & Leadership Report *(cont'd)*

SYSTEM LEADERSHIP

Integration and Partnerships

The RLMCMH Diabetes Program partnered with the Family Health Team to improve access to services. The program utilizes nurses from the diabetes program and Family Health Team to increase capacity and offer more availability for patients who require specialized foot care and wound care services. This partnership ensures patients have access to the right provider at the right time.

The RLMCMH have been working with Cancer Care Ontario, Ontario College of Pharmacists, Ministry of Health and Long Term Care, Northwest LHIN, and Northwest regional hospitals to implement a new set of standards that apply to small hospital pharmacies. These standards relate to how products such as chemotherapy are prepared and include changes for infrastructure, personnel, and quality assurance. The hospital currently has a 5 year window to complete these standards.

RESOURCE ALLOCATION- Sustainability

The Hospital received \$58,476 in 2018-2019 through the Hospital Infrastructure Renewal Fund which was used to improve the ventilation system and a further \$80,000 through the Small Hospital Transformation Fund to replace the aged telephone system and replace with Voice over Internet Protocol (VOIP) which is now the standard in telephone systems.

NEW LEADERSHIP

The Board and leadership team gave careful consideration and dedicated time in 2018-2019 to choosing a new Chief Executive Officer in preparation for the retirement of Angela Bishop. As we look forward to 2019-2020, we welcome Sue LeBeau to the organization and we welcome her and her family to the community on July 1. The leadership team is confident that Ms. LeBeau will provide the leadership necessary to ensure the continued growth of RLMCMH in an ever-evolving health system.

Respectfully Submitted by

*Angela Bishop
Chief Executive Officer*

*Rebecca Ross,
Chief Nursing Executive*

*John Frostiak
RLMCMH Board Chair*

*Dr. Andrew Gloster,
Chief of Staff*



Red Lake Margaret Cochenour
Memorial Hospital

Quality & Patient Experience

RLMCMH is celebrating the work done on several projects with the help of our Patients and Families and the commitment of our departments. Quality is interwoven into our everyday lives and because of the efforts of employees in multiple departments our facility has been kept free of hospital-acquired infections for over 3 years. This would not be possible without the dedication of our front-line staff. The cleanliness of our facility is routine praised on our inpatient experience surveys.

In April, 2018, the laboratory participated in their peer accreditation. This accreditation was completed by the Institute for Quality Management in Healthcare's (IQMH). The lab was assessed on compliance with 423 requirements, and was subsequently granted a four year accreditation certificate. The laboratory's request to add Vancomycin testing was approved by the Ministry of Health and Long Term Care (MOHLTC) in July 2018. Testing commenced in September 2018, and is believed to be a very positive step towards patient safety and antimicrobial stewardship in our facility. The laboratory began recruitment for a 0.5 permanent part time Medical Laboratory Assistant in March 2019. It is the goal of the laboratory to have this position filled in the spring of 2019.

Patients continue to be the priority at RLMCMH and so we have implemented weekly patient safety rounds. These rounds consist of managers from different departments meeting weekly to discuss any incidents that have occurred, conducting a root cause analysis for each incident from which action plans are implemented. Incidents are reported by staff members and our new incident reporting system offers instant feedback for staff.

A large part of our project planning for the year is based on patient feedback and because of this the hospital kitchen, with a generous donation from the Red Lake Margaret Cochenour Hospital Foundation, has purchased a new food warming system. Through patient feedback we have learned that meals are not always at adequate temperatures when they reach the patient. The new food warming system will ensure hot meals at the patient bedside every time.

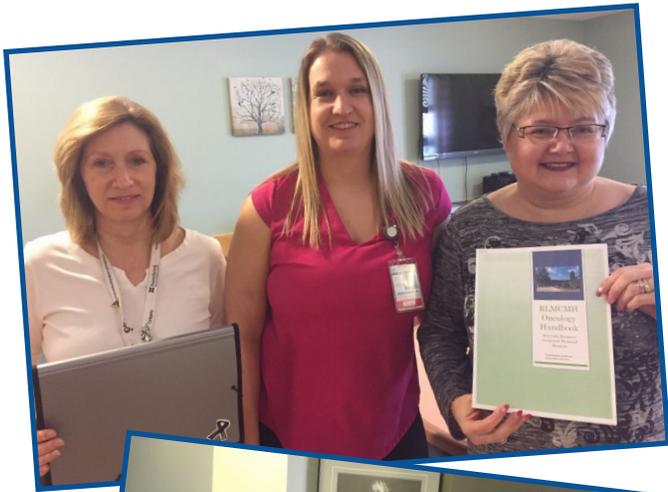
In 2018, the hospital also conducted a focus group for current and past oncology patients with an aim to improve patient experience. Thanks to a dedicated group of volunteers, we were able to identify a gap in information for patients who are newly diagnosed with cancer. This has led to the creation of an oncology booklet, which includes tips and hints from patients who have already experienced the system, as well as checklists and an existing file folder that was created and generously donated by local volunteer Katherine Greenwood. This file folder allows patients to store important documentation throughout their cancer care journey. In addition, the Red Lake Lion's Club donated a patient journal for each folder. The Hospital would not have been able to develop such an invaluable resource for the community without the participation of volunteers who are willing to share their time, talent and experience leading to improved patient journeys. Going forward, the oncology nurse will meet with patients after their cancer diagnosis to share information, offer support, and answer questions. This will help to alleviate stress and concern during the early weeks, after diagnosis. The Oncology Department continues to be a regional partner with the hospitals in the northwest to deliver chemotherapy services close to home.

Respectfully submitted by Amanda Kaczmarek

Director of Risk Management & Patient Relations



Quality & Patient Experience



Red Lake Margaret Cochenour
Memorial Hospital

RLMCH Foundation Report

2018-2019 was a very successful fundraising year. In June, 2018, the Foundation raised over \$140,000 at our annual Golf Tournament and Auction. We also raised \$3000 during the Tim Horton's Smile Cookie campaign, in September. The Foundation is grateful to the RLMCMH Auxiliary for their assistance during this event!

With the funds raised, the Foundation has purchased a washer/disinfector for the renovated Medical Device Reprocessing Department (\$42,000) as well as a Bili Light for the Obstetrics Program. In addition to these purchases, the Foundation has increased its pledge of \$250,000 for new X-ray equipment to \$500,000 by 2021-2022. In March, 2019, the Foundation pledged to purchase a new food warming system for the Food and Nutrition Department, which is expected to be implemented in June.

The success of our fundraising events are made possible through the continued support of our corporate sponsors, local businesses and residents, as well as through the commitment and hard work of our Directors and members. On behalf of the Red Lake Margaret Cochenour Hospital Foundation, I thank you all for your continued support.

Respectfully submitted by Audrey Blazek

RLMCHF Chair



**Red Lake Margaret Cochenour
Memorial Hospital**

RLMCMH Auxiliary

As Board Members change over the years, I thought this would be a good time to give a little history of our Red Lake Auxiliary. We consist of two Units: Red Lake (North Unit) and Ear Falls (South Unit). Both North and South Units have formed a Main Guild and we meet together twice per year in May and September. This is when we pool our resources and the Hospital presents us with a "Wish List" of equipment or supplies that they need for patient care.

This has been a challenging year for Hospital Auxiliaries Association of Ontario. Last November, 2018, the membership voted to disband due to lack of funds as of January 1, 2019. The association had been existence for over 100 years. A sad day for all of us. Our own Auxiliary celebrated 45 years, this past November.

What does this mean for our Auxiliary? On the surface, nothing will change...we will continue to work as a committee of the Red Lake Margaret Cochenour Memorial Hospital, raising much needed funds to purchase equipment.

This past year, our Auxiliary purchased new TVs for all the patient rooms as well as a new ECG machine; a combined total of over \$27,000. We have also pledged \$30,000 towards the new X-ray Equipment, having raised \$20,000 at the time of this report.

Our volunteers of Red Lake and Ear Falls are a dedicated group and work very hard during the year to be able to fulfill our commitments.

Respectfully submitted by Elsie (Toots) Everley

Main Guild President



Red Lake Margaret Cochenour
Memorial Hospital

Endoscopy / MDRD Renovation

Quick Facts about the 2018-2019 Renovation:

- **Cost:** \$785,000
- **Purpose:** To meet Accreditation Canada standards; to modernize the MDRD; to ensure delivery of the Endoscopy Program, locally.
- **Timeline:** June 2018—November 2018

BEFORE

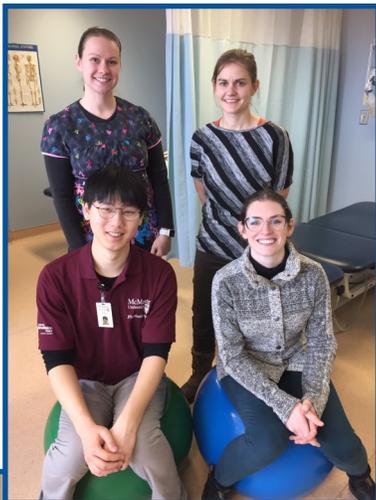


AFTER



Hospital Activity Report, 2018-2019

9	Births	1854	Ultrasounds
4396	Emergency Room Visits	3544	X-Rays
65,512	Laboratory Tests	825	Telehealth Visits
2479	Days of Rehabilitation Services	241	Inpatient Admissions
62.6%	Occupancy Rate	42.49%	Percentage ALC
128	Scopes	99	Employees



Summary Financial Report, 2018-2019

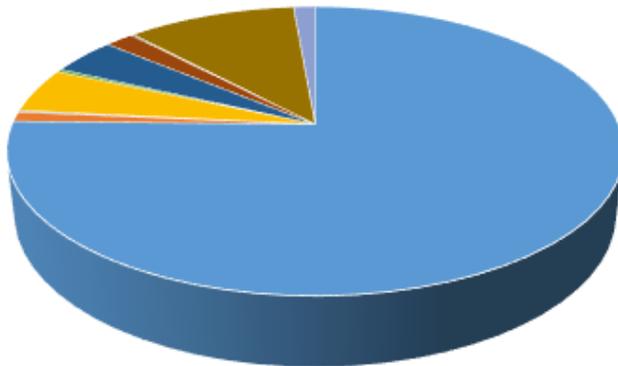
Red Lake Margaret Cochenour Memorial Hospital - Statement of Operations

Revenue	2019	2018
MOHLTC-Base Funding \$6,762,049 (78%)	\$6,762,049	\$6,615,349
MOHLTC-One-Time Funding \$12,715	\$12,715	\$94,858
Visitng Specialists \$18,718	\$18,718	\$18,557
Hospital On-Call Coverage \$439,352 (5%)	\$439,352	\$439,352
Cancer Care Ontario \$24,300	\$24,300	\$900
In-Patient \$18,869	\$18,869	\$29,053
Out-Patient \$417,502 (5%)	\$417,502	\$360,579
Co-Payment \$75,871 (1%)	\$75,871	\$161,284
Differential \$13,574	\$13,574	\$11,875
Recoveries \$785,176 (9%)	\$785,176	\$930,447
Amortization of Grants \$110,322 (1%)	\$110,322	\$119,378
	<u>\$8,678,448</u>	<u>\$8,781,632</u>
Expenses	2019	2018
Salaries & Wages \$4,571,991 (52%)	\$4,571,991	\$4,487,870
Employee Benefits \$1,156,417 (13%)	\$1,156,417	\$1,075,278
Employee Benefits Future costs \$24,800	\$24,800	\$44,500
Medical Staff Remuneration \$604,650 (7%)	\$607,650	\$585,209
Supplies and Other \$1,951,503 (22%)	\$1,951,503	\$1,883,123
Drugs \$91,511 (1%)	\$91,511	\$106,577
Medical and Surgical Supplies \$128,021 (1%)	\$128,021	\$104,822
Bad Debts \$67,638 (1%)	\$67,638	\$0
Amortization of Software licences \$1,390	\$1,390	\$7,753
Amortization of Equipment \$179,926 (2%)	\$179,926	\$205,830
	<u>\$8,780,847</u>	<u>\$8,500,962</u>
Excess (Deficiency) of Revenues over Expenses from Hospital Operations	<u>(\$102,399)</u>	<u>\$280,670</u>



Summary Financial Report, 2018-2019

Revenues - 2018/2019

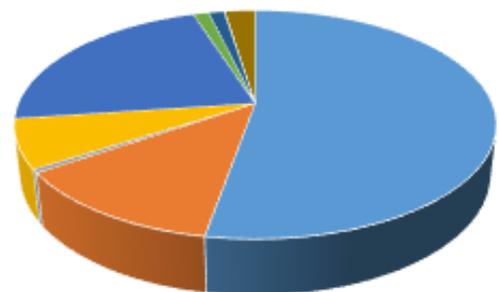


**Revenues
2018-2019**

**Total:
\$8,678,448**

- MOHLTC-Base Funding \$6,762,049 (78%) ■ MOHLTC-One-Time Funding \$12,715
- Visitng Specialists \$18,718 ■ Hospital On-Call Coverage \$439,352 (5%)
- Cancer Care Ontario \$24,300 ■ In-Patient \$18,869
- Out-Patient \$417,502 (5%) ■ Co-Payment \$75,871 (1%)
- Differential \$13,574 ■ Recoveries \$785,176 (9%)
- Amortization of Grants \$110,322 (1%)

Expenditures - 2018/2019



**Expenses
2018-2019
Total:
\$8,780,847**

- Salaries & Wages \$4,571,991 (52%)
- Employee Benefits \$1,156,417 (13%)
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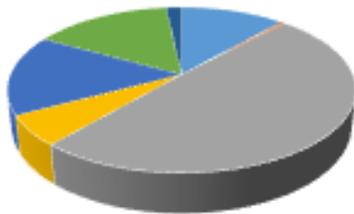


Summary Financial Report, 2018-2019

Red Lake Margaret Cochenour Memorial Hospital - Statement of Financial Position

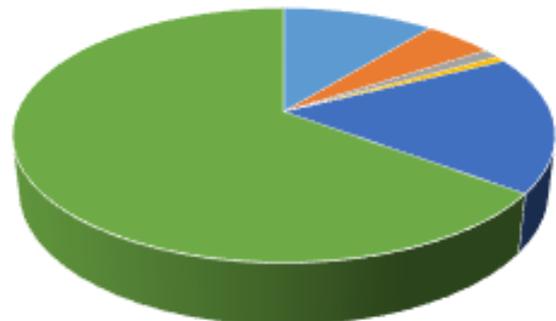
Assets	2019	2018
Cash \$628,466 (5%)	\$628,466	\$1,342,389
Accounts Receivable \$763,712 (6%)	\$763,712	\$613,100
Inventories \$123,332 (1%)	\$123,332	\$147,495
Prepaid Expenses \$104,520 (1%)	\$104,520	\$91,025
Long Term Investments \$2,231,062 (17%)	\$2,231,062	\$2,176,456
Capital Assets \$9,017,875 (70%)	\$9,017,875	\$8,064,146
	<u>\$12,868,967</u>	<u>\$12,434,611</u>
Liabilities and Net Assets	2019	2018
Accounts Payable \$1,988,305 (15%)	\$1,988,305	\$1,433,560
Deferred Contributions \$68,092 (1%)	\$68,092	\$53,388
Deferred Capital Contributions \$6,184,376 (48%)	\$6,184,376	\$6,144,169
Post-employment Benefits Liability \$754,100 (6%)	\$754,100	\$729,300
Invested in Capital Assets \$2,874,111 (22%)	\$2,874,111	\$1,960,590
Unrestricted Net Assets \$783,789 (6%)	\$783,789	\$1,897,610
Accumulated Remeasurement Gains \$216,194 (2%)	\$216,194	\$215,994
	<u>\$12,868,967</u>	<u>\$12,434,611</u>
	<u>\$0</u>	<u>\$0</u>

Liabilities and Net Assets - 2018/2019



- Accounts Payable \$1,988,305 (15%)
- Deferred Contributions \$68,092 (1%)
- Deferred Capital Contributions \$6,184,376 (48%)
- Post-employment Benefits Liability \$754,100 (6%)
- Invested in Capital Assets \$2,874,111 (22%)
- Unrestricted Net Assets \$783,789 (6%)

Assets - 2018/2019



- Cash \$628,466 (5%)
- Accounts Receivable \$763,712 (6%)
- Inventories \$123,332 (1%)
- Prepaid Expenses \$104,520 (1%)

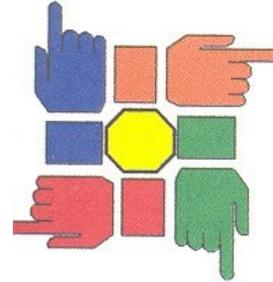


OUR SPONSORS, 2018-2019

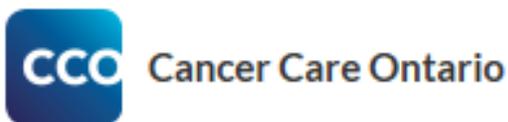
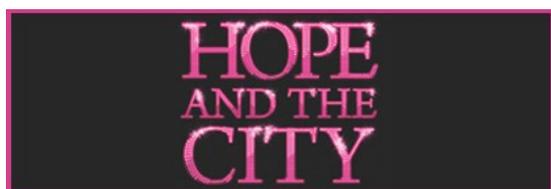
Thank-you for your hard work and continued support.



Red Lake Margaret Cochenour Hospital Foundation



Red Lake Margaret Cochenour
Memorial Hospital Auxiliary



Red Lake Margaret Cochenour
Memorial Hospital

