

**NIPIGON DISTRICT  
MEMORIAL HOSPITAL**



# **ANNUAL REPORT**

**April 1, 2022 -  
March 31, 2023**

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[www.ndmh.ca](http://www.ndmh.ca)

# BOARD CHAIR: NANCY GLADUN



Looking back over the last year, I am overwhelmed with gratitude for our staff, physicians, learners and volunteers. The Board wants to thank each and every person that contributed to the highest quality and safe care received at Nipigon District Memorial Hospital! You have truly shown us what professionalism and patient / resident centred care looks like during some of the most critical times in healthcare. You remain our heroes. Human resource challenges in the Northwest continue to be a shared concern. We are seeking “made in the North” solutions. The pandemic has highlighted this ongoing inequity and we will be innovative and solution focused as always.

The 30 long term care bed addition is now becoming a laser focus as the overwhelming COVID changes are diminishing. This project will have us working with the Ministry of Health, Ontario Health North and the Ministry of Health and Long Term Care. The Township is moving forward with some needed assessments and we signed an agreement with Confederation College to train PSW’s. We will begin on- site training for Registered Practical Nurses in September pending we meet a minimal application requirement.

## "You remain our heroes."

The pandemic has changed us all. Healthcare is now looked upon through a different lens. The health-care system has undergone some of the most monumental capacity challenges and has pivoted in ways never thought possible. Partnerships were strained and strengthened in ways we never thought possible.

*I look forward to a bright future as we expand beds and look to future partnerships to better serve Nipigon and District.*

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**Nipigon District Memorial Hospital**

*Annual Report 2022-2023*



May we never experience the type of solitude inflicted upon us 2020-2022...we were inventive in our visiting solutions however it was still a very difficult time Isolation requirements have been lifted and this is a welcome change, and our residents are thankful and will benefit from this change.

## CHIEF EXECUTIVE OFFICER: CATHY EADY

Human Resources continue to be a priority and while recruitment has received some investment, we hope to focus on retention in future. We are offering the Registered Practical Nursing program on site for the first time in the fall. We received funding for a Behavioural Support Worker, a frontline position working with our residents. A huge thank you to our staff, volunteers and Physicians for your commitment and truly being in it together!

### Emergency Visits

Apr 1, 2021-Mar 31, 2022: 4174

Apr 1, 2022-Mar 31, 2023: 4775

We are part of the emerging Thunder Bay and District Ontario Health Team (OHT) with the goal of making decisions together. NDMH is a signatory, and the application was approved in June with mental health and addictions and digitalization being the focus. In these beginning stages, we are developing our governance, leadership structures, decision making frameworks and policies and procedures.

Northwestern Ontario hospitals have agreed to replace our current health record system as the current one has reached its end of life. This multi-year, multi-million-dollar commitment should return many quality and safety benefits. Physician order entry and patient portals are prominent changes to look forward to.

We received provisional funding for a hospital expansion (15 acute care beds and 15 long-term care beds and retrofit of the remaining beds). We are working closely with the Ministry of Health and the Ministry of Health and Long-Term Care and a funding date of November 2023 has been proposed.

I believe NDMH is well positioned to excel over the next 5-10 years, we should continue to say, "Yes we can" and move forward with our partners on new initiatives that benefit the Nipigon district. It has been my privilege to work with such a dedicated, outstanding team!



# CHIEF OF STAFF: DR. R. DHALIWAL



The good the bad and the ugly. We experienced pre and post-staffing crisis. Clinical care was prioritized over academic, administrative, and personal pursuits. Morale was low and burnout high. Post-crisis, a resident who trained with us signed on July 2022 and another physician has extended a contract to at least another year.

The hospital purchased a simulator mannequin in 2020 to help our healthcare team practice resuscitations, It has only been with full staffing that we have had the time and mental energy to regularly pursue simulation training. This has been well received by all.

Despite the dismal healthcare statistics around healthcare worker burnout, I see much opportunity for rebuilding and cautious optimism locally because we:

- have a fully staffed well-functioning Rapid Access Addictions Medicine Clinic;
- have signs from government that the hospital may indeed be proceeding with a much needed 30 bed long-term care expansion; and
- see our staffing situation improve with the hospital hiring a full time Nurse Practitioner and the retention of a part-time Nurse Practitioner

Perhaps most telling is that the mention of a global pandemic is left to the last paragraph of this report. Though COVID-19 continues to infect and harm people, the combination of effective treatments and population-based immunity (both natural and vaccine based) has substantially blunted COVID's impact on our health; this has been reflected in the appropriate loosening of hospital restrictions which, while absolutely necessary, were becoming burdensome on families and staff alike.

The effect of being back to full physician staffing has been dramatic: clinic wait times are quickly dropping, patients without a family physician are being rostered daily, and teamwork and teambuilding activities have resumed.

2022-2023 has been a real year of rebuilding... though headwinds remain (ongoing nursing shortages, budgetary considerations), it is heartening to see positive changes in the hospital.

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## Nipigon District Memorial Hospital

*Annual Report 2022-2023*



## CHIEF NURSING EXECUTIVE: MADISON BOUDREAU

As I reflect on the past year, I feel honoured to have been part of an inspiring, hardworking and dedicated team. Our staff, physicians, volunteers, Board of Directors, learners, and community endured another year of having to face new challenges amidst the ongoing pandemic.

We navigated another year with staffing shortages and HR challenges where we are indebted to many who demonstrate professionalism and competence despite these challenging circumstances. We have been successful in avoiding Emergency closures and continue to serve our community and catchment area.

We have so much to be excited about: we are proud of our new and current partnerships, the relationships we have built, our quality improvement efforts, and our goals for the future.

**Collectively, every individual involved with our hospital helped us continue to deliver high-quality, patient/resident and family-centred care.**



We have been able to offer a lot of education to our frontline nursing staff over the past year including a trauma course, palliative care, gentle persuasive approaches and emergency simulations using our mannequin (picture above). We have worked diligently to address violence in the workplace and have established a working group to address key priorities and implement change. One of our initiatives included the organization of a Violent Patient Simulation where all staff were invited to provide input into current policies and procedures and to identify potential risks to employee safety in the organization.

I am genuinely proud of all our achievements this past year and am eager for the organization to maintain the momentum. I extend my deepest thanks and appreciation to our staff, physicians, learners, volunteers and partners who empower our organization to provide truly wonderful patient centered care and enable us to continue our vision of “Partnering for a Healthy Tomorrow.”

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**Nipigon District Memorial Hospital**

*Annual Report 2022-2023*



Our hospital continues to administer health care resources effectively and responsibly, while providing quality health care for the residents of our area.

## CHIEF FINANCIAL OFFICER: LAUREN GILBERT

We continue to face operating pressures related to the maintenance and upkeep of an aging facility, increased regulatory demands, and general volatility in price inflation that affects general goods and services required to meet normal operating levels.

This was a particularly difficult financial year for the Hospital, with operational costs affected by significant inflationary cost pressures, contracts with third party agencies to mitigate essential labour shortages and the financial impact of decisions connected to Ontario’s Bill 124, “Protecting a Sustainable Public Sector for Future Generations Act”. The Hospital finished the year with a deficit of \$881,207, including net building amortization, compared to a deficit of \$22,494 in the prior year.

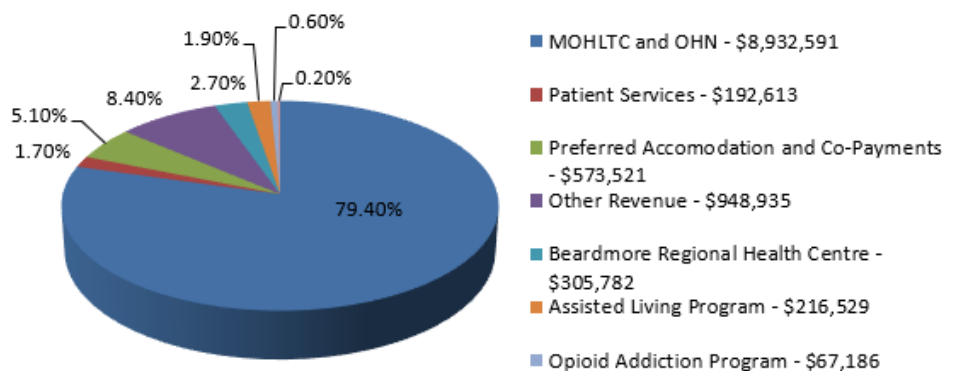
The majority of pandemic-related funding ended on March 31, 2023.

The activity and financial charts below demonstrate comparative financial, patient and staff activity indicators.

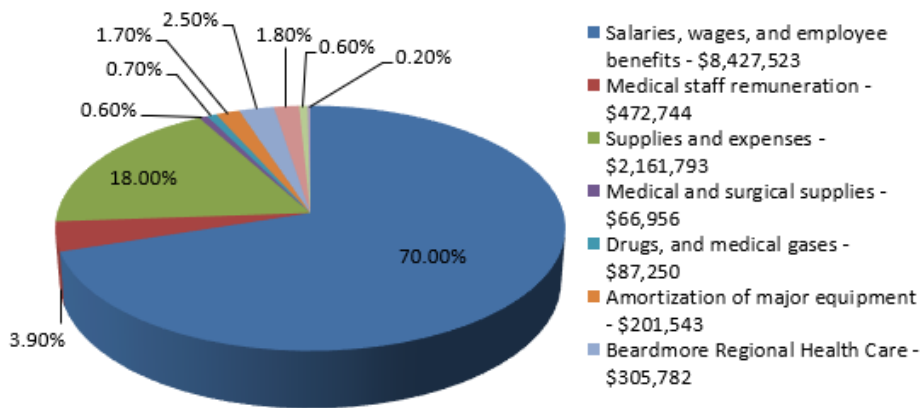
They highlight the operating surplus and a stable financial position.

Over the last several years, the Ministry of Health provided several pandemic-related funding programs intended to assist with incremental operating and revenue decreases and during the year, saw \$888,929 in pandemic-related funding.

Statement of Operations - Revenue



## Statement of Operations - Expenses



Health Infrastructure Renewal Fund (HIRF) funding was received to replace the fire pump, an integral part of the sprinkler and fire prevention system.

Hospital staffing increased as a result of the pandemic require positions (i.e. screeners). Paid sick time and overtime remained relatively stable.

Patient activity has increased in all areas with acute care admissions over doubling compared to last fiscal.

The data highlights the financial impacts of agency contracts, price and cost of living inflation and increased sick and overtime paid to staff. Costs continue to rise and are impacted by higher average length of stay, more Emergency visits and a higher occupancy rate compared to prior year.

Hospital leadership will continue to work with the Ministry and system partners on an appropriate funding level to mitigate future financial impacts without affecting patient care.

## Beardmore Regional Health Centre

2022 - 2023

Fiscal year visits: 1621

Telephone call visits: 318

Annual Flu-Clinic had good attendance with 74 vaccines administered in the fall of 2022. 62 COVID-19 vaccines were administered. These are a small indication of scope of services provided by BRHC.

The BRHC plays a vital role in our region, making it convenient for patients to access local health care resources and services. It is designated as a bilingual Nursing Clinic, providing service in both official languages.

Nipigon District Memorial Hospital

Annual Report 2022-2023

