



2024- 2025 ANNUAL REPORT

A YEAR OF FOUNDATION BUILDING

Message from Chief Executive Officer

The 2024-2025 fiscal year was a period focused on laying a strong foundation across the organization, particularly with our new Leadership Team and Board of Directors. This foundation-building process had three key components: **Stabilization, Workplace Wellness, and Patient/Resident Care & Quality.**

Stabilization: This year marked the first time in over 12 years that we had a full-time CEO, a local Leadership Team, and a new Board of Directors. Team building, education, and re(visioning) became key priorities. In parallel, we made significant strides in exploring and implementing operational efficiencies, streamlining processes, and leveraging performance and capacity across the organization.

Several major projects also contributed to long-term stabilization, including an energy retrofit aimed at reducing our carbon footprint, installation of a whole new roof, door entrance updates, emergency department safety updates, and more.

Workplace Wellness: Drawing on feedback from our **In-House Listening Tour** with staff, we made strategic investments in workplace wellness initiatives throughout the year. These efforts, guided by the Healthy Workplace Committee, aimed to enhance staff well-being and foster a positive work environment. More details on these initiatives are provided later in this report.

Patient/Resident Care and Quality: As always, patient/resident care and quality remained our top priority. We conducted comprehensive quality care reviews, which led to improvements in processes and practices, as well as identified training opportunities for staff development. Additionally, we introduced "All Hands" meetings, bringing together members from all departments to review scenarios and ensure diverse perspectives inform policy and practice.

Looking Ahead: While this year's focus was primarily internal, towards the end of the fiscal year, we began shifting our attention outward. We launched an extensive Community Listening Tour to gather insights that will guide the development of our Strategic Plan for the next five years. We look forward to hosting the official launch early in the new fiscal year.

Additionally, we are hopeful to finalize the remaining approvals and secure funding confirmations for the Long-Term Care Expansion Project!

The following report is an attempt to capture some further highlights of the successful 2024-2025 fiscal year.

Shannon Cormier
President and CEO



Message from Board Chair

A Message from the Board: Reflecting on Our First Year Together

It has been a meaningful and productive first full year together as a Board. As we began this journey, we recognized the importance of establishing a strong foundation - one grounded in a clear understanding of where we've been and where we stand today. This foundational work has been essential in positioning us to lead with purpose, confidence, and clarity into the future.

Strengthening Governance: Over the past year, a key area of focus has been reinforcing our governance practices. We invested in long-term care governance training through Advantage Ontario, ensuring our Board is well-equipped to oversee both hospital and long-term care operations effectively. In addition, we began a thorough review and update of our governance policies and procedures. While this kind of work may not always be visible or glamorous, it is vital. These efforts strengthen the integrity, accountability, and sustainability of our organization for the long term.

Deepening Community Engagement: One of the most energizing developments of the year was the launch of our Community Listening Tour. These engagement sessions across the NDMH catchment area offered invaluable insights and reaffirmed the deep and enduring connection between our hospital and the communities we serve. As a rural hospital, these relationships—with patients, residents, families, and community members—are among our greatest assets. It is both an honour and a privilege to nurture and strengthen these bonds, and we remain committed to deepening this engagement in the years ahead.

Looking Ahead: As we turn toward the future, we are excited to build upon this year's momentum. A key priority for the coming year will be the official launch of our new five-year strategic plan—a plan shaped by community voices and guided by shared values. We are also eagerly anticipating final approval for the funding and financing of our 21-bed long-term care expansion. Breaking ground on this project will be a major milestone for NDMH and for the people and communities we serve.

There is much to be proud of—and even more to look forward to in 2025–2026. On behalf of the Board, thank you for your continued trust, support, and partnership. Together, we are building a stronger, more responsive, and more sustainable future for health care in our region.

Jay Lucas
Board Chair



Message from Chief Nursing Executive

Reflecting on a Year of Challenge, Growth, and Momentum

This past year has been both challenging and rewarding. Like many other healthcare organizations across the province, health human resources (HHR) has continued to be a constant—and often daily—juggling act, for a variety of complex reasons. Despite these pressures, NDMH has remained committed to building a revitalized culture and a flourishing workplace of choice—one where employees are proud to work and where patients and residents continue to receive excellent, high-quality care.

To support this vision, we've launched several initiatives and creative strategies over the past year. Below are a few highlights:

Confederation College Partnership- NDMH has proudly served as a clinical training site for the Registered Practical Nursing program, with key support from Nurse Manager Cindy Wotherspoon, Educator Jen Hart, and clinical teaching by Judy Harvey. We are excited to share that three graduates are expected this coming spring, and we hope to welcome them as new hires once they are licensed. Looking ahead to our Long-Term Care Build, we are actively pursuing further partnerships with educational institutions to support opportunities to “home grow” the next generation of healthcare staff at NDMH.

Nursing Education- Investing in professional development continues to be a valued strategy at NDMH. This year, we accessed training funds through Ontario Health to support Emergency Department (ED) nurses with rural-focused online and in-person courses. These sessions have greatly enhanced our nurses' competence and confidence in rural emergency medicine. In addition, we have introduced monthly in-house ED training simulations involving staff and physicians to encourage teamwork and clinical preparedness.

RNAO Best Practice Spotlight Organization revisioning- As an RNAO Best Practice Spotlight Organization, NDMH is committed to evidence-based care. Over the past year, we have been working to re-integrate best practices into both our Acute Care and Long-Term Care departments.



Message from Chief Nursing Executive... continued

Our team's participation in the RNAO Indigenous Symposium highlighted the importance of embedding cultural sensitivity into clinical standards—something we are actively working toward to ensure our care is inclusive, respectful, and aligned with current evidence.

Physiotherapy Department: This year saw the return of a full complement of physiotherapists and a physiotherapy assistant. This welcomed expansion is expected to significantly reduce outpatient wait times in the year ahead. Additionally, the implementation of a new digital appointment reminder system has successfully reduced missed appointments, improving service efficiency and patient outcomes.

Extended Hours for Urgent Care: We were pleased to welcome Nurse Practitioner (NP) John Patrick Jackson Hughes to our team following the successful completion of NP training—another “grow your own” success story. Alongside NP Grace Fox, they have expanded the Urgent Care Clinic hours, a change that has been very well received by the community.

Mobilizing In-House Listening Tour Insights: Our In-House Listening Tour generated a wealth of staff insight, ideas, and feedback, which have informed both strategic and operational planning. Additional actions inspired by staff input include improvements to the ED nursing station for enhanced safety, and hosting educational lunch-and-learns on key topics like drug awareness and palliative care. The feedback has been invaluable and will continue to guide us forward.

Looking Ahead: While we're proud of the initiatives launched and progress made this year, we acknowledge that there is still much to do. We are energized by the momentum we've built and remain deeply committed to advancing our mission of high-quality, person-centered care for all.

Kyle Lemieux
Chief Nursing Executive



Message from Chief of Staff

Medical Staff Update and Reflections on the Past Year

This past year has been one of stabilization and rebuilding for our medical team following a period of significant staff turnover. A major milestone occurred in October 2024, when both Drs. Fairservice and Massei transitioned from part-time to full-time practice. With their addition, our group now comprises a full complement of five physicians. This long-awaited stability marks a turning point, allowing us to offer patients true continuity of care — something that has been challenging to provide in recent years.

We are also pleased to note that Nurse Practitioner Jackson Hughes' schedule has stabilized, enabling us to operate an urgent care clinic with extended evening hours. This expanded access has been well received by both patients and staff.

In small communities like ours, the ripple effects of local healthcare changes are felt acutely within the hospital. As expected, the benefits of a fully staffed family health team have extended into hospital care. For example, initiatives such as the **Best Care program**, which promotes evidence-based management of COPD, have led to fewer admissions, reduced severity of cases, and lower readmission rates.

With staffing stabilized, we have also reengaged in medical education. We are proud to announce that our facility will serve as a host site for a **Rural Postgraduate Medical Learner** over the next two years — the first time we've been able to offer longitudinal training since our time with Dr. Scully filled the role prior to becoming a permanent physician with the Nipigon Doctors Group in 2020.

Last summer, we also hosted Dr. Abdalla Bazazo through the **Practice Ready Ontario (PRO)** candidacy program — an initiative evaluating the readiness of internationally trained graduates for independent practice. Dr. Bazazo was a compassionate, competent, and dedicated addition to our team. We thank him for his contributions and wish him continued success in his career.



Message from Chief of Staff...

continued

In February, the **Nipigon Echocardiogram Testing Clinic** was launched in partnership with Dr Lai at Curans Heart Centre and NDMH. This program has been warmly welcomed, significantly improving access to timely diagnostics for inpatients and reducing travel burdens for our more complex patients. We are particularly grateful to technician Allyson Lesperance, whose strong ties to the community and passion for local care have made this initiative a success.

Looking Ahead

Despite reaching full complement, **access to outpatient clinics remains limited**. This is due in part to new physicians familiarizing themselves with their patient panels, but also to ongoing challenges with locum availability, which continues to impact primary care and emergency services. We are hopeful that our commitment to clinical teaching will foster stronger locum support in the future. However, a persistent funding discrepancy at the ministry level remains a significant barrier.

75%

**OF OUR POPULATION
AREA IS ROSTERED WITH
A FAMILY PHYSICIAN**

0

**CLOSURE DAYS
FOR NDMH EMERGENCY
DEPARTMENT**

Dr. Ravi Dhaliwal
Chief of Staff



Official Launch of the Nipigon Echocardiogram Testing Clinic



24

**ECHOCARDIOGRAM
TESTS SCHEDULED
REDUCING TRAVEL AND
WAIT TIMES**



Message from Chief Financial Officer

A Message on Financial Stewardship and Looking Ahead

As we reflect on the fiscal year ending March 31, 2025, I want to take this opportunity to acknowledge the significant financial challenges we have faced and to express sincere gratitude for the critical support that has helped us navigate these uncertain times.

One of the most notable pressures this past year stemmed from the mandated wage arbitration, which led to a substantial increase in employee compensation. While this adjustment was necessary and just, it significantly impacted our financial forecasts. We are grateful that Ontario Health recognized these challenges and responded with additional base funding, cash advances, and one-time funding to help address persistent cash flow concerns, rising inflation, and our ongoing reliance on agency staffing.

Although we began the fiscal year facing considerable financial hurdles, the in-year support from Ontario Health positioned us far better than initially anticipated. We extend our deepest appreciation for this vital assistance and are hopeful that the one-time funding received in fiscal 2024–25 will be transitioned to base funding in fiscal 2025–26 to help resolve the longstanding inequities in our base funding structure.

Managing the Deficit with Resilience: Despite the many obstacles, our team demonstrated unwavering resilience and dedication. Thanks to their hard work and responsible financial stewardship, we closed the fiscal year with a deficit of \$135,908—a notable achievement when compared to the originally projected worst-case scenario deficit of \$1.9 million.

While any deficit is cause for careful reflection, the substantial improvement is a testament to the strength of our team, strategic financial management, and our collective ability to adapt in the face of adversity.



Message from Chief Financial Officer... continued

Capital Investments and Infrastructure Renewal: To ensure our hospital remains safe, functional, and aligned with current standards, we made significant capital investments over the past year. We secured \$2.4 million in provincial funding to fully replace our deteriorating roof, addressing a critical infrastructure concern. In addition, we accessed approximately \$1.7 million through a loan to fund major energy efficiency initiatives, which will result in meaningful operational savings in the years to come and support our environmental sustainability goals.

Looking ahead, we remain steadfast in our commitment to advocate for increased and equitable base funding. We are developing strategies to ensure long-term financial stability, including exploring cost-saving measures and efficiencies across our operations.

A Vision for Financial Stability: Looking ahead, our focus remains on achieving long-term financial sustainability. We are actively developing strategies that include:

- Continued advocacy for increased and equitable base funding
- Exploring operational efficiencies and cost-saving opportunities
- Maintaining strong financial oversight and accountability across all departments

Gratitude and Partnership: We would like to extend our heartfelt thanks to every member of the NDMH team, our partners, and stakeholders for your steadfast commitment during this challenging year. Your dedication, hard work, and perseverance have been truly inspiring and are deeply appreciated.

As we move forward, your continued support and advocacy will be crucial. Together, we can work toward a more stable, sustainable, and prosperous future for our hospital and the community we serve.

Thank you for your unwavering commitment

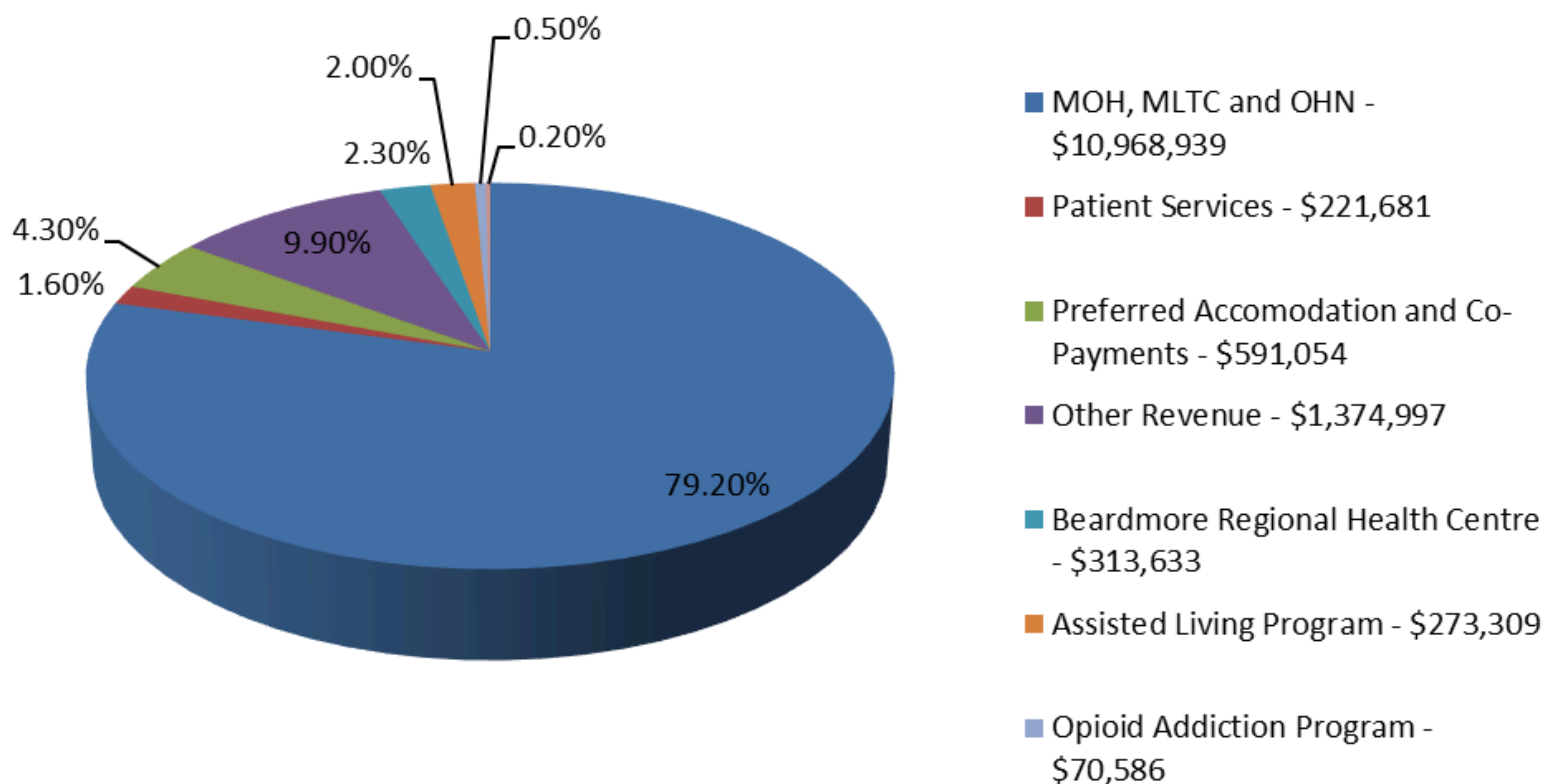
Dino Armenti
Acting Chief Financial
Officer

Lauren Gilbert
Chief Financial Officer



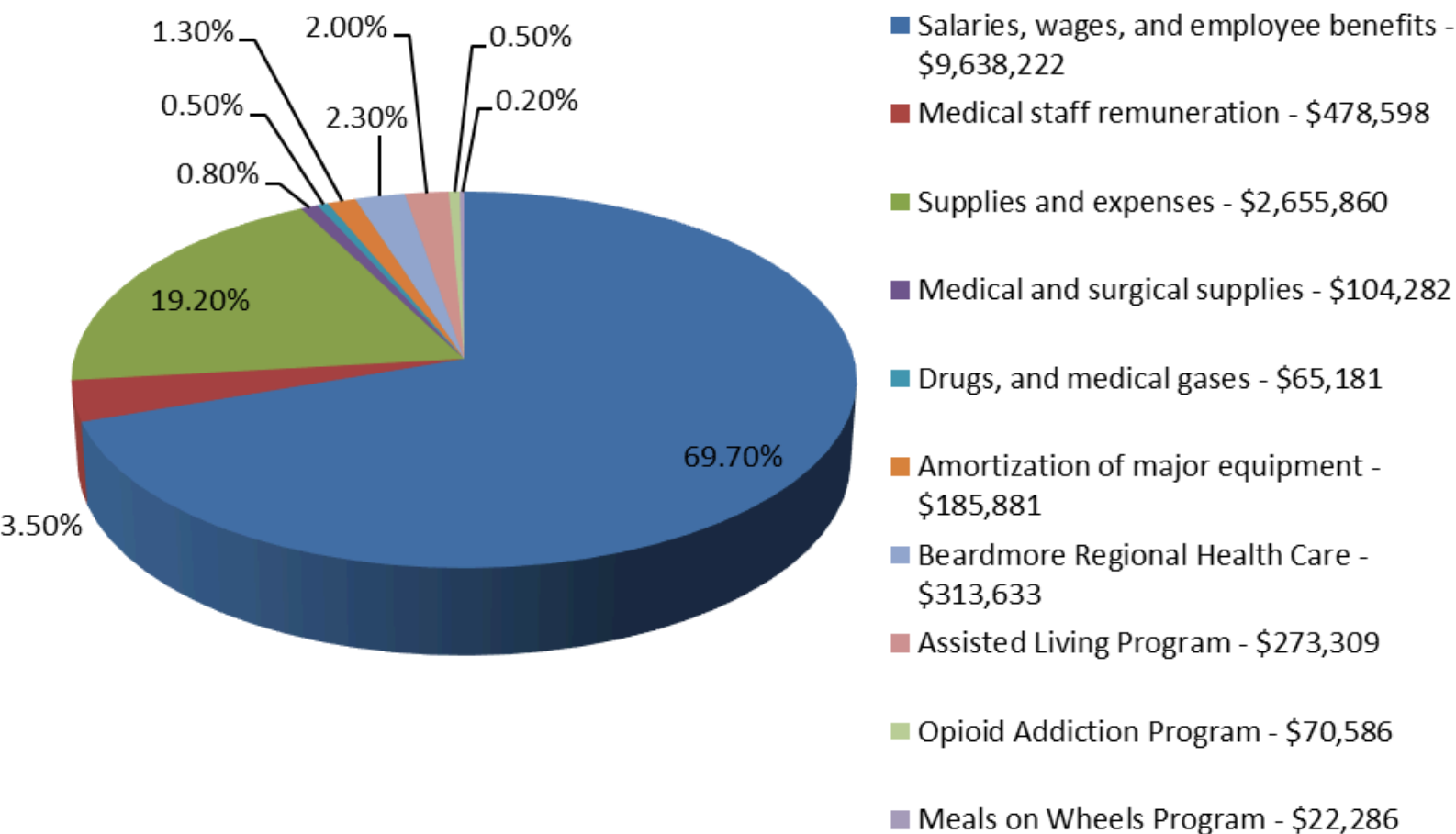
Fiscal Financial Summary

STATEMENT OF OPERATIONS – REVENUE



Fiscal Financial Summary

STATEMENT OF OPERATIONS – EXPENSES



Message from Facilities, Heliport and Services Manager

Maintaining and Modernizing Our Facility: A Look at Infrastructure and Support Services

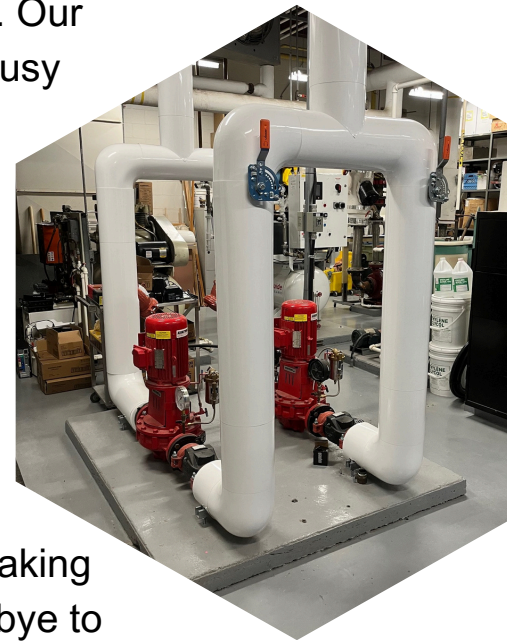
For those who may recall, the official opening of NDMH took place in December 1992—making our hospital building 33 years old, with some of the mechanical infrastructure even older. Despite our best efforts in proactive and preventative maintenance, time and heavy daily use have inevitably taken a toll. Over the years, this has led to increased breakdowns, major repairs, and the need for ongoing creative troubleshooting to keep operations running smoothly. Our small but mighty Maintenance Crew has been exceptionally busy this year responding to the growing demands of our aging facility and equipment.

Major Projects and Upgrades: In addition to the regular day-to-day maintenance work, NDMH has also completed several significant infrastructure projects this year. With one-time funding from the Health Infrastructure Renewal Fund (HIRF) through the Health Capital Investment Branch of the Ministry of Health, we successfully replaced the long-leaking hospital roof. This upgrade has allowed us to finally say goodbye to buckets in the hallways and water-stained ceiling tiles—a welcome improvement for staff and patients alike.

Another major initiative has been the launch of a comprehensive Energy Saving Retrofit Project in partnership with Honeywell. This project involves the installation of multiple new systems aimed at reducing greenhouse gas emissions, improving energy efficiency, and updating our infrastructure to current technology standards. This work represents a critical step toward both environmental sustainability and long-term operational cost savings.

19 HELICOPTER
PATIENT
TRANSFERS FROM
NDMH HELIPAD

(COMPARED TO 6 THE
YEAR BEFORE)



Message from Facilities, Heliport and Services Manager... continued

Clinic Building Enhancements: As the landlord of the adjacent Clinic Building, NDMH's Maintenance Team also carried out several improvement projects for our physician and Family Health Team partners. These updates included refreshing the reception desks in two physician offices and undertaking painting and minor updates in a number of Family Health Team spaces—enhancing the overall environment for both staff and patients.

Essential Support Services: Behind the scenes, the teams in Dietary, Laundry, and Housekeeping continue to operate under tight timelines and strict regulatory standards. Their dedication, efficiency, and attention to detail play a critical role in ensuring the safety, comfort, and overall quality of care provided at NDMH. We are deeply grateful for their continued commitment and hard work—they are truly the backbone of our daily hospital operations

Looking Ahead: As we continue to manage the demands of an aging facility, we remain committed to maintaining a safe, functional, and welcoming environment for all. While challenges remain, the progress made this year has laid important groundwork for years ahead. We are truly grateful for the continued dedication of our teams and the support of infrastructure funding.



Doug Mangoff
Facilities, Heliport and Services Manager



Highlights of Special Projects



Message from Human Resources Generalist

I am honored and excited to step into the newly created role of **Human Resources Generalist** at NDMH. As the first formal HR department in the hospital's history, this has been a unique and meaningful opportunity to help build a function that not only supports staff and strengthens organizational systems, but also aligns closely with NDMH's mission, values, and vision for the future.

Over the past three quarters, the focus has been on establishing the foundation for core HR services—including recruitment, employee wellness, policy development, and cross-departmental communication. Each of these areas plays a key role in cultivating a healthy, supportive, and effective workplace.

Orientation and Onboarding: In response to feedback gathered through the **In-House Listening Tour**, a significant initiative has been the creation and implementation of a new orientation and onboarding process. This refreshed approach prioritizes both effective documentation and meaningful staff integration. New additions such as “Coffee in the Cafeteria” sessions and expanded facility tours are aimed at fostering a welcoming, connected culture for all new hires.

Since the launch of the program, we've **successfully onboarded eight cohorts** of permanent hires, agency staff, and student placements—setting the stage for smoother transitions and stronger team cohesion across departments.

Occupational Health Support: Another evolving area of focus has been providing supportive leadership within Occupational Health. This includes:

- Collaborating with our Occupational Health Nurse to streamline workflows
- Leading Return to Work meetings
- Assisting with documentation
- Reviewing and updating several related policies.



Message from Human Resources Generalist ... continued

Employee Relations and Policy Work: This year has also involved considerable work in the area of employee relations, including:

- Conducting several workplace investigations
- Facilitating department “reset” meetings to support team dynamics
- Participating in collective agreement negotiations

Each of these activities has played a role in shaping a workplace culture built on respect, accountability, and open communication.

Looking Ahead: This first year has truly been foundational—laying the groundwork for a strong HR presence at NDMH. As we move into 2025, the goal is to continue building on this momentum while expanding services and initiatives in ways that best support NDMH’s evolving needs, vision, and long-term goals.

Thank you to everyone who has welcomed, collaborated with, and supported the development of this department. I look forward to growing together in the years ahead.

**"HR IS NOT ABOUT HR.
HR IS ABOUT CREATING
SUCCESSFUL
ORGANIZATIONS
THROUGH PEOPLE."
— DAVE ULRICH**

**"TAKE CARE OF YOUR
EMPLOYEES, AND THEY'LL
TAKE CARE OF YOUR
BUSINESS."
— ZIG ZIGLAR**

Casey Clearwater
Human Resources Generalist



The Year in Numbers ... NDMH

5,512

EMERGENCY
DEPARTMENT
VISITS

1,718

ACUTE CARE
DAYS

870

ALTERNATIVE
LEVEL OF CARE
(ALC) DAYS

99%

LONG-TERM CARE
OCCUPANCY

2,134

URGENT CARE
VISITS

695

SCHEDULED
AMBULATORY CARE
VISITS

407

TELEMEDICINE
VISITS

4,143

ASSISTED LIVING
VISITS



The Year in Numbers ... NDMH

1,723

MEALS ON WHEELS
DELIVERED

31,587

PREPARED MEALS
FOR PATIENTS/
RESIDENTS

183,638

POUNDS OF
LAUNDRY

19,718

OUT-PATIENTS
REGISTERED BY
HEALTH RECORDS

7,806

LAB
PATIENTS

2,132

PHYSIOTHERAPY
PATIENT VISITS

4,463

X-RAY & ULTRA
SOUND EXAMS

310+

CLEANING AUDITS
BY HOUSEKEEPING



The Year in Numbers ...

Beardmore Regional Health Centre



SERVING:

BEARDMORE, JELICOE,
MACDIARMID, &
BIINJITIWAARIK
ZAAGING
ANISHINAABEK

1263

BEARDMORE CLINIC
PATIENTS SEEN BY
NP

164

PHONE
CONSULTS

45

REFERRALS TO
SPECIALISTS

44

TELEMEDICINE
VISITS



Healthy Workplace Committee

Originally launched in the 2023–2024 fiscal year, the Healthy Workplace Committee—comprised of members from both NDMH and the Nipigon District Family Health Team—continued its important work throughout 2024–2025, with the overarching goal of fostering a Flourishing Workplace. The committee's priorities are threefold:

1. Joint Health and Safety
2. Workplace Safety (with a focus on reducing the risk of violence)
3. Psychological Health and Safety

Despite being a small team, the Committee made a significant impact by advancing numerous initiatives that touched on all eight dimensions of wellness in some capacity.

HEALTH AND
SAFETY
WORKPLACE
INSPECTIONS



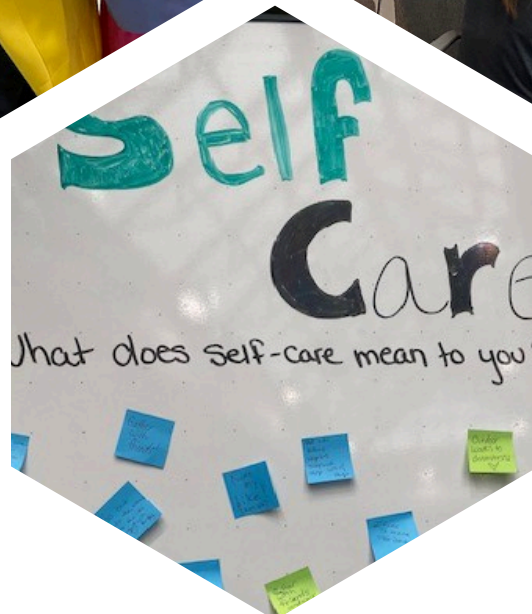
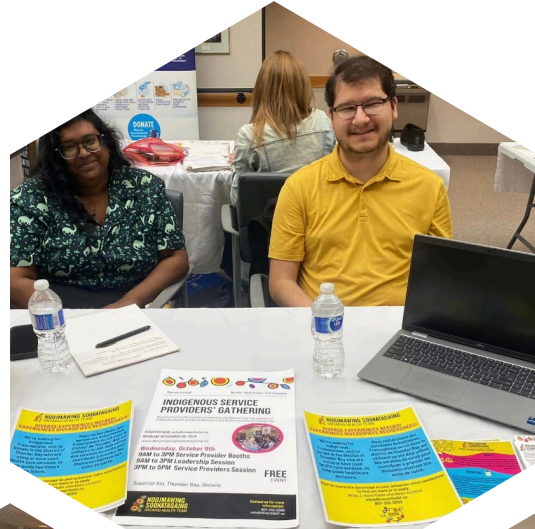
OCC HEALTH &
WELLNESS
PLANS



Healthy Workplace Committee



Nipigon District Family Health Team and NDMH Collaborative Community Health Fair



Long-term Care Expansion Project

Update

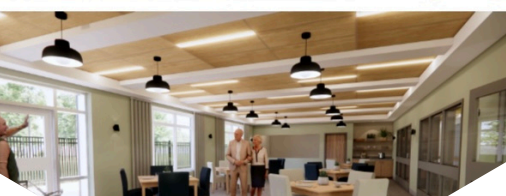
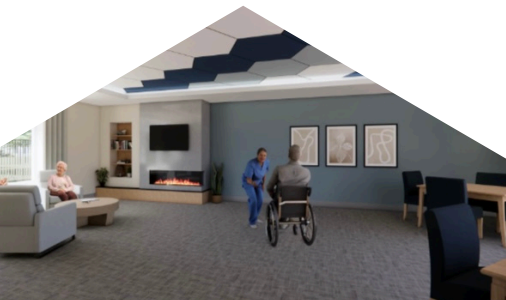
NDMH Leadership has been working diligently and collaboratively with multiple partners—including the Ministry of Health and the Ministry of Long-Term Care—to advance our much-anticipated Expansion Project.

Over the past year, significant progress has been made:

- Blueprints have been completed
- A tender package has been submitted for review and final approval
- Grant applications have been submitted
- Financing options are actively being pursued

This project represents a vital step forward in ensuring long-term care capacity for our region. We remain committed to strong advocacy efforts and ongoing collaboration with our partners to secure the necessary approvals.

NDMH looks forward to moving this important initiative ahead in the next fiscal year—one that will have a lasting, positive impact on the care we provide and the community we serve.



Acknowledging Our People and Partners

We extend our heartfelt gratitude to the exceptional individuals who bring their training, expertise, and passion to their work each and every day. Every person at NDMH plays a vital role within their department, and each department contributes meaningfully to our shared goal of delivering high-quality, compassionate care and service. The excellence we strive for as an organization is made possible only through the collective efforts of our dedicated team members.

We also recognize and deeply appreciate the many volunteers who give their time and talents in support of a wide range of programs across our hospital. Your contributions are an essential part of who we are.

In addition, we would like to sincerely thank Noojmawing Sookatagaing Ontario Health Team, our community partners, locums, residents, students, networks, and allied professionals with whom we have the honour of walking alongside. In rural healthcare, no single organization can fully meet the complex and varied needs of individuals, families, and communities alone. It is through these ongoing collaborative partnerships—and the shared commitment to working creatively and cooperatively—that we are able to make a meaningful and lasting impact.

Finally, we express our deepest gratitude to the NDMH Board of Directors. This small but mighty group of volunteer leaders continues to provide invaluable guidance and support. Their dedication and vision remain a cornerstone of our continued success.

**"ALONE WE CAN DO SO
LITTLE; TOGETHER WE
CAN DO SO MUCH."
— HELEN KELLER**

**"WHEN 'I' IS REPLACED
WITH 'WE', EVEN
ILLNESS BECOMES
WELLNESS"
— MALCOLM X**



Meet the NDMH Board of Directors



JAY LUCAS
BOARD CHAIR



DEANA RENAUD
DIRECTOR



TERRI LYNN ELLIOTT
DIRECTOR



ASHLEY DAVIS
DIRECTOR



SUZANNE LYNCH
DIRECTOR

Ex-Officio Members

Shannon Cormier, President & Chief Executive Officer/Secretary

Kyle Lemieux, Chief Nursing Executive

Lauren Gilbert, Chief Financial Officer

Dr. Ravi Dhaliwal, Chief of Staff

Dr. Jonathon Scully, President, Professional Staff





Vision

Partnering for a healthier tomorrow

Mission

Deliver excellence in rural health care with our partners for all residents in our communities

Values & Philosophy

Patient/Resident & Family Centered Care
is at the center of everything we do

Integrity

Respect

Accountability





125 HOGAN ROAD NIPIGON, ON P0T 2J0

TEL: 807-887-3026 FAX: 807-887-2800

NDMH EXTENDS HEARTFELT GRATITUDE
TO OUR FUNDERS

