



ANNUAL REPORT 2021-22

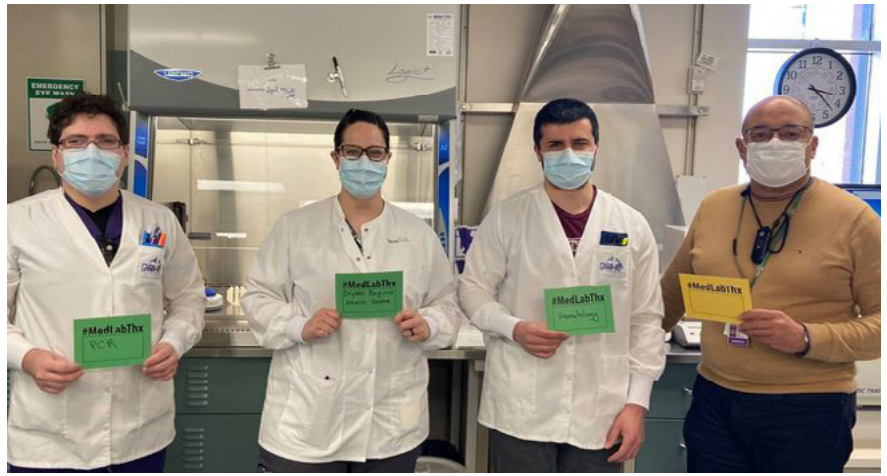
Message from:

CEO Doreen Armstrong-Ross, Chief of Staff Dr. Bruce Cook, and Board Chair Brock Moore-Bunney.

The last few years have presented unprecedented challenges to healthcare workers across the globe, and DRHC has been no exception. Staff and physicians at DRHC have navigated the constantly changing nature of the COVID-19 pandemic over the last two years while continuing to prioritize the care and well-being of patients, their families, and the community at large.

Despite the obstacles and uncertainty faced over the last year, DRHC has a lot to be proud of for all that we have been able to accomplish, all while maintaining our full complement of programs and services.

As our 2018-2022 Strategic Plan Care That Works comes to an end this year, DRHC is reflecting on all of the work that has been done to improve services and experiences for our patients and families, to support our people, and to strengthen relationships with our partners throughout the region. We are looking to the future and examining how DRHC can continue to meet the changing needs of the community, and how our organization fits into the evolving landscape of the healthcare sector.



STRATEGIC PLAN 2018-2022

Our Priorities



Our Patients & Families

- Integrate mental health services across all services
- Work with specific groups of patients and families to understand and improve their experience across the continuum of care
- Advance evidence-based care, quality, and safety



Our People

- Strengthen leadership capability
- Continue to build a respectful, inclusive, safe, and healthy culture
- Enhance the well-being of our people



Our Partners

- Engage with Indigenous people to develop culturally safe and appropriate care to better meet their health needs
- Work with our local, district, and regional partners to make high quality care more accessible and better coordinated

COMPASSION

Committed to understanding an individual's circumstances with a desire to help.

ACCOUNTABILITY

Taking ownership and responsibility for one's actions and decisions.

Our Values

RESPECT

Having the regard for the feelings, wishes, and rights of others.

HUMILITY

Having a modest opinion of one's own importance; not believing you are superior to others.

INTEGRITY

Being honest, fair, and doing the right thing even when no one is looking.

YEAR AT A GLANCE



132
Newborns



13,820
Emergency
Room Visits

2960

Laboratory
Tests

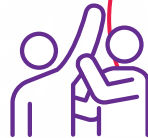


246

Occupational
Therapy
Attendance
Days

6131

Physiotherapy
Attendance
Days



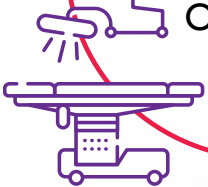
6417

Diagnostic
Tests



1630

Surgeries
Performed in the
Operating
Room



5095

Meals on
Wheels
Prepared



422,758

lbs of
Laundry



10,878

Visits to Mental
Health & Addictions
Services



40,012

Patient Meals Served



2660

Visiting
Specialist
Appointments



5411

Registered
Dietitian
Appointments



COVID-19



5,869

PCR tests processed through
the Assessment Centre



COVID-19 Assessment and Treatment Centre

In January 2022, during the height of the fourth wave of the COVID-19 pandemic, DRHC planned and executed the expansion of the existing COVID-19 Assessment Centre to include supports and treatment for patients who had tested positive for the virus.

The COVID-19 Assessment and Treatment Centre allows positive patients to have their symptoms monitored and assessed by a healthcare provider, to have their questions answered and get advice on managing their illness without needing to access the Emergency Department. Patients could be offered treatments such as monoclonal IV therapy, Pulmicort, Fluvoxamine and Paxlovid as appropriate.

59,950

Masks



3,400

N95 Masks



3,320

Face Shields



539

litres of hand sanitizer



Infection Control

The COVID-19 Incident Management Team has met regularly throughout the pandemic to monitor the current situation within the facility, the community, and provincially to implement policies and procedures to keep DRHC as safe as possible for patients, their families, and our staff.

Enhanced cleaning practices, personal protective equipment (PPE) requirements, daily active screening for everyone entering the facilities, and the COVID-19 Vaccination Policy for our staff are just some of the measures taken to ensure that vulnerable patients were able to continue receiving the safe, high-quality care they need.



OUR PATIENTS & FAMILIES

Surgical Procedures

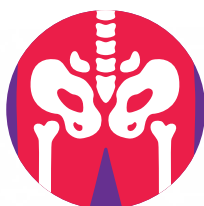
109

Knee
Replacements



92

Hip
Replacements



99

Shoulder
Surgeries



228

Urology



420

Colonoscopies



61

Ears, Nose,
Throat



94

Plastics



DRHC has committed to helping to reduce the provincial surgical backlog by increasing the joint replacements performed in the Operating Room to help patients from Northwestern Ontario receive timely access to surgical services to improve patient outcomes and quality of life.

Through collaboration with our regional partners, DRHC is continually working to expand our roster of surgical services to better serve patients and ensure they are able to receive the care they need close to home. In June 2021, DRHC performed its first Laparoscopic Radical Nephrectomy, the first time this procedure has been done in Northwestern Ontario outside of Thunder Bay.

Bimaadiziwin Ashangewinini ("Seeking the Good Life Social Worker")

The newly created Bimaadiziwin Ashangewinini social worker position aims to bridge the gap between traditional healing and western medicine with a strong mental health foundation to support Indigenous clients and their families to navigate the healthcare system.

In addition to a case load focused on First Nations clients, the Bimaadiziwin Ashangewinini supports the Emergency Department, Inpatient and Outpatient clients by provides advocacy supports, case management, and coordinates referrals to various programs and services, community resources and traditional healers to help Indigenous patients toward their healthcare goals.

The development of this new position is part of DRHC's ongoing commitment to better supporting Indigenous patients and their families, and providing culturally safe care to all of our patients.

Best Practice Spotlight Organization

DRHC is proud to have been awarded the Registered Nurses' Association of Ontario (RNAO) Best Practice Spotlight Organization (BPSO) Designation after completing five initial projects aimed at improving service quality and patient safety in our Hospital:

- Fall Prevention & Reducing Injury from Falls;
- Minimization of Restraints;
- Prevention of Pressure Injuries;
- Pain Assessment and Management; and
- End-of-Life Care.



The BPSO Designation signifies the ongoing commitment and dedication our staff show every day to improving patient experience and quality of care for patients. As part of our ongoing BPSO commitment, we continue to work at these and other quality improvement projects to ensure patients receive the high quality care they expect from DRHC.



OUR PEOPLE



586

Hours of
Education for Staff

1120

Formal recognitions
through employee rounding.



30

Service
Awards



Workplace of Choice

The foundation of providing Care that Works to patients is ensuring that the dedicated, highly-skilled staff and professional staff who run keep our organization running smoothly are taken care of as well to avoid burnout and achieve a healthy work-life balance.

- Employee & Family Assistance Plan (EFAP) provides access to mental health and wellbeing supports to staff and their families on a 24-hour basis.
- Service awards and annual Rewards and Recognitions Event to celebrate staff achievements and milestones.
- Implementing new, innovative staffing models to maximize time-off for staff.
- Staff4Staff and Workplace of Choice Committees organizing events, contests and giveaways for staff to enjoy.

Supporting Students and Future Colleagues



One of the most effective ways to create a strong, sustainable healthcare workforce in Northwestern Ontario is to support local students throughout their education in health related disciplines.

Starting as early as high school, DRHC take pride in partnering with educational partners to show the range of careers in healthcare that are available, and supporting students throughout their post-secondary studies through hands-on learning opportunities and placements. After the completion of their studies, we offer orientation and mentorship opportunities for new graduates to put their knowledge and skills into practice.

Health and Safety



DRHC is committed to remaining a safe place for patients to receive care, and for staff and physicians to come into work each day.

Education plays a major role in preventing incidents and injuries in the workplace. All staff take part in annual education, which includes a significant focus on health and safety, preventing workplace violence, and infection control. Additional opportunities, such as Non-Violent Crisis Intervention Training, First Aid and CPR are encouraged, and made available for staff throughout the year.

The Joint Occupational Health and Safety Committee meets quarterly to review policies and procedures, conduct periodic inspections, investigate incidents and make recommendations related to health and safety in the organization.



Volunteer Services



Volunteers play an integral role in the delivery of quality care and services to patients and their families. Community members selflessly give their time to support our staff and patients, and keep our organization running smoothly by providing patient care and administrative supports to various programs, organizing the “Still Me” program for oncology patients, operating the Tuck Shop, and serving on the Board of Directors or Patient and Family Advisory Council.



OUR PARTNERS



Dryden and Area Critical Incident Stress Debriefing Team

In collaboration with community partners, DRHC has participated in the formation of the Critical Incident Stress Debriefing Team to provide supports to emergency personnel, first responders, and community members who have been involved in critical incidents.

This team of trained volunteers are available to debrief and neutralize the symptoms of critical incident stress to minimize short and long term impacts for involved parties.

Cultural Training & Culturally Safe Care

DRHC is committed to creating a safe, inclusive environment for patients to receive care and for staff to come into work each day.

Over the last year, we have collaborated with community partners to develop cultural competency training, policies pertaining to diversity and culturally safe care. We are continuing to work with internal and external stakeholders to develop an overall plan to promote a culture of diversity and inclusion at DRHC for our patients, their families, and our staff with a particular focus on the inclusion of Indigenous perspectives.

Kiiwetinoong Healing Waters Ontario Health Team

DRHC has been proud to work with community and regional partners towards the formation of a new Ontario Health Team (OHT) with a goal to improve quality and accessibility to services across the continuum of care. With a focus on patient-centered care, once approved this new OHT will work collaboratively to create equitable, culturally safe services to patients within the catchment area.

Regional Programs

As a proud partner in the region, DRHC participates in wide a variety of regional programs that help to keep healthcare services close to home for patients in Dryden and the surrounding area. Through collaboration with regional hospital partners, DRHC is working to better integrate and coordinate services to improve access to hospital services through a variety of such programs, including:

- Regional Health Information System Renewal
- Regional Laboratory Program
- Regional Pharmacy Program
- Regional Health Human Resources Planning Table
- Regional Surgical Network
- Joint Community Safety & Wellbeing Committee
- Dryden Health Hub
- Treaty #3 Health Experts Advisory Panel

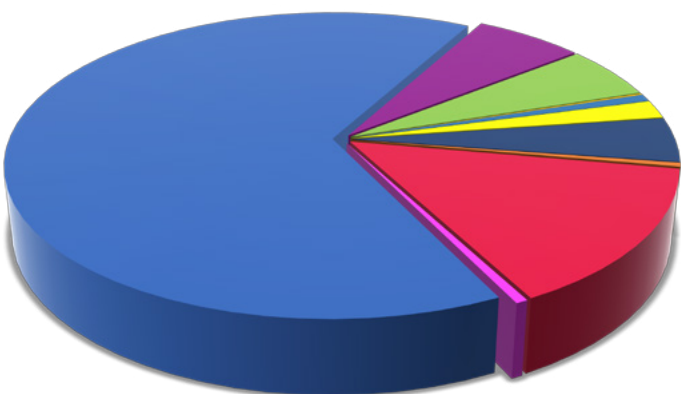
FINANCIAL STATEMENTS

Visit drhc.on.ca/reports to view the full 2021/2022 financial statements.



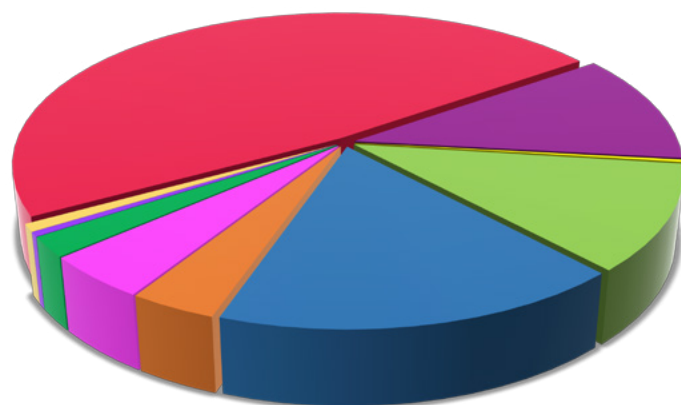
Consolidated Statement of Financial Position

As of March 31	2022	2021
Current Assets	\$ 8,055,987	\$ 6,892,301
Non-Current Assets	5,686,885	16,219,885
Total Assets	\$23,742,872	\$23,112,186
Current Liabilities	6,521,010	6,385,585
Long-Term Liabilities	10,332,348	10,489,557
Total Liabilities	\$16,853,358	\$16,875,142
Net Assets	6,889,514	6,237,044
Total Liabilities and Net Assets	\$23,742,872	\$23,112,186



REVENUE

Ministry of Health Base Allocation	\$20,029,565
Ministry of Health Pandemic Funding	\$1,947,970
Bundled Care (Quality Based Funding)	\$1,721,350
One-Time Payments	\$45,121
Paymaster for VSP Funding	\$233,682
Hospital On-Call Funding	\$585,441
Alternate Funding Agreement	
Program Funding	\$1,443,977
Cancer Care Ontario Funding	\$125,554
Other Revenue	\$4,438,411
Amortization of Equipment	
Grants/Donations	\$159,043
Total Revenue	\$30,730,114



EXPENSES

Salaries and Wages	\$14,344,493
Employee Benefits	\$3,437,563
Employee Benefits Future Costs	\$74,300
Medical Staff Renumeration	\$3,294,777
Supplies and Other Expenses	\$5,114,659
Medical and Surgical Supplies	\$1,092,410
Drugs	\$1,353,492
Amortization of Equipment	\$626,985
Bad Debts	\$140,855
Transfer to Kenora Rainy River Regional Lab Program	\$243,834
Total Expenses	\$29,723,368