



Empowered
Progressive
Innovative

Care

ANNUAL
REPORT
2023-24

Letter from the: Board Chair and Chief Executive Officer



The 2023/2024 fiscal year marked DRHC's first full year under our three-year Strategic Plan, **Empowered, Progressive, Innovative Care**. This period has been crucial for laying the foundation towards achieving the plan's goals amidst challenges in the healthcare system.

This year, we've concentrated on crafting actionable plans to advance our mission, and we are proud of the progress we have made so far.

According to our 2023 Employee Engagement Survey, 78% of employees would recommend DRHC as a place to work, and 79% are proud to tell others they are part of DRHC. We aim to enhance these scores by addressing areas for improvement and maintaining our status as a Workplace of Choice. We will continue to adapt our recruitment and retention strategies to meet the current needs of the organization, ensuring that we have the right people with the right skills to meet the care needs of the communities we serve.

Over the last year, we have expanded services, such as adding spinal and urology procedures to the roster of services available locally, helping patients to receive the care they need closer to home. Additionally, we have collaborated with community and regional partners to enhance access for individuals with mental health and addictions concerns in our community.

Promoting equity, diversity and inclusion across all areas of the organization has been a priority, recognizing the importance of creating an environment where everyone feels welcome and accepted at DRHC both as a place to work, and to receive care. Committees have been struck specifically to look at opportunities to engage with voices we may not have heard from in the past, learn from the lived experiences of the populations we serve, and promote high-quality, culturally-safe care for all of our patients and their families.

As we enter the second year of our Strategic Plan, we're excited to build on our progress while continuing to offer the quality care that our patients expect and deserve. We have several major projects in the planning stages, including a pharmacy renovation, new ambulatory care clinic and the building of a hemodialysis unit, which will help to maintain and expand the service offerings available in our community.

Thank you, Merci, and Miigwech,

Vanessa Simpson
Chair, Board of Directors

Doreen Armstrong-Ross
President & Chief Executive Officer

YEAR AT A GLANCE

Empowered
Progressive
Innovative **Care**



16,233

Emergency
Room Visits

124,201

Laboratory
Tests



17,131

Total Diagnostic Imaging

Ultrasound **2,456**

CT Scan **3,338**

X-Ray **7,058**



2,882

Visiting
Specialist
Appointments



41,088

Patient Meals Served



14,294

Inpatient
Days

278,780

Lbs of
Laundry



2,306

Occupational
Therapy
Attendance
Days



120
Newborns



3,440

Dryden Diabetes
Centre

723

Patient Care
Navigator



**Dryden
Area Family
Health Team
Patient Visits
By Program**

1,900

Lung Health



Physiotherapy
Attendance Days

9,216

Home Care Visits **1,562**

MH Visits **9,879**



3,057

Nurse
Practitioners

1,861

Mental Health
Therapy



1,609

Registered
Dietitian



MISSION, VISION, VALUES

OUR MISSION: this is our purpose; the reason that our organization exists and what we aspire to be. We are an innovative rural health centre that exists to enhance the health of the patients and communities we serve.

OUR VISION: this is what we strive to be; by working towards our strategic pillars and priorities we are working towards achieving this goal to the benefit of our patients and communities. To be recognized as an innovative centre of excellence in rural healthcare.

OUR VALUES: these are the behaviours and principles that guide what we say, think, and do; these standards are both core to everything we do, and aspirational to everything we want to be.

OUR VALUES	Organizational Standards How Our Values guide our decisions, actions, and directions as an organization.	Standards of Behaviour How Our Values guide how we interact as individuals with patients, families, and one another.
COMPASSION	"We will commit to listening and understanding with a desire to improve"	"I will commit to understanding an individual's circumstances with a desire to help"
HUMILITY	"We will listen and learn from our communities and staff with an open heart and mind"	"I will have a modest opinion of my own importance; not believing I am superior to others"
ACCOUNTABILITY	"We will manage our resources to ensure we can serve the communities that rely on us."	"I will take ownership and responsibility for my own actions and decisions."
RESPECT	"We will create an environment that is safe and inclusive for everyone"	"I will have regard for the feelings, wishes, and rights of others"
INTEGRITY	"We will deliver excellence with every encounter"	"I will be honest, fair, and do the right thing, even when no one is looking"

STRATEGIC PLAN 2023-2026

Empowered, Progressive, Innovative Care



Three main pillars have been identified:

BE A GREAT
PLACE TO WORK

ENSURE STRONG
FOUNDATIONS

LEAD NEW
SOLUTIONS

As essential towards achieving DRHC's Mission Statement, each with several underlying priorities, objectives and metrics which will help guide the work in these areas.

PILLAR 1: Be a Great Place to Work



PRIORITY 1.1: Make Day-to-Day Work More Fulfilling

Objective 1.1.1 Focus on adopting evidence-based practices, strategies, and behaviours that we know will have positive impacts on staff, performance, fulfillment, and engagement.

Objective 1.1.2 Use innovative best practices so our people can care, work, grow, and thrive, and be an exceptional place for existing and new staff to deliver quality patient care.

PRIORITY 1.2: Be a Safe Place for Everyone

Objective 1.2.1 Provide our people with access to the leadership, resources, and supports needed to thrive in a physically and emotionally safe environment;

Objective 1.2.2 Implement and provide training that allow us to actively demonstrate our commitment to cultural diversity, anti-racism and inclusion in our daily work.

PILLAR 2: Ensure Strong Foundations



PRIORITY 2.1: Optimize Funding

Objective 2.1.1 Ensure we are optimizing how we access funding to support our work

Objective 2.1.2 Identify and implement innovative ways to generate/increase our revenues

Objective 2.1.3 Execute on strategies that will create clinical and/or operational efficiencies, so that we can do more with the resources that we have.

PRIORITY 2.2: Adaptive Core Services

Objective 2.2.1 Act on opportunities to improve service delivery approaches to ensure we are maximizing our use of resources and providing care aligned with best practice.

Objective 2.2.2 Plan for and continue to invest in making capital upgrades that will enhance our ability to deliver quality services

Objective 2.2.3 Ensure effective emergency planning

PRIORITY 2.3: Commit to the process of Truth and Reconciliation

Objective 2.3.1 Invest to ensure our actions at DRHC promote culturally safe experiences and advance health equity for Indigenous peoples

PRIORITY 2.4: Demonstrate our Commitment to Equity, Diversity, and Inclusion

Objective 2.4.1 Develop mechanisms engaging the voices of groups we may not have heard from in the past.

PILLAR 3: Lead New Solutions



PRIORITY 3.1: Invest in leadership and be leaders for positive change

Objective 3.1.1 Create short- to medium-term development plans for key leaders with the goal of increasing DRHC's capacity and competency to lead internal and system change;

Objective 3.1.2 Support and enable DRHC leaders to actively advocate for and support the development and improvement of community-based services that will improve the health of our communities;

Objective 3.1.3 Build on our capacity and capabilities of leader roles at DRHC to ensure external accountabilities are assigned, understood, and accounted for.

PRIORITY 3.2: Build partnerships and collaboration for better health outcomes

Objective 3.2.1 Ensure a sustainable future by understanding our mandate, advancing partnerships, and using best practices to guide how we are using our valuable and limited resources;

Objective 3.2.2 Provide strong leadership to help our communities and system find solutions to increasingly difficult challenges, advance partnerships, and advocate for positive system change.



BE A GREAT PLACE TO WORK

Empowering exceptional people to provide exceptional care

PRIORITY 1:
Make day-to-day work more fulfilling

PRIORITY 2: Be a safe place for everyone

Our people - DRHC's staff, physicians, volunteers - are our most valuable resource. In order to succeed in achieving our mandate it is essential that we maintain an environment that enables and empowers staff to provide the best possible care to patients and their families.

300

Employees



54

New Hires



14

Physicians



48

Volunteers



Furthering Education for Current and Future Healthcare Workers

Health Human Resources (HHR) pressures are a complex, global challenge requiring innovative solutions to ensure a strong, sustainable workforce with the right skills to the care needs of our patients.



We enhanced our **recruitment strategy**, visiting local high school students to speak with them about careers and opportunities in the community at the time they are starting to seriously consider their post-secondary plans and career paths. We continue to support students throughout their educational pursuits, offering **co-op placements for high school students and placements and summer job opportunities for post-secondary students** to help them gain hands-on experience, with mentorship from experienced healthcare professionals.

Equally important to growing future generations of healthcare workers is ensuring that we foster an environment which encourages our existing staff to learn, grow, and thrive in their roles, and providing resources to help our people reach their personal and professional goals.

Through the Education Committee, DRHC supported over **2000 hours of education and additional training** for staff to expand their skillsets, whether that is to increase their scope and proficiency in their current job, or to help prepare them for future opportunities. The Emerging Leaders Program is offered annually to build key leadership skills to prepare individuals to thrive in current and future roles at DRHC.



Promoting Wellness at Work

From the 2023 Employee Engagement Survey...

Said "I am proud to tell others I am part of DRHC"

79.3%

Said "I would recommend DRHC as a place to work for my family and friends"

78.2%

DRHC has committed to offering supports and resources to our people, to help them through challenging times. Through our **Employee and Family Assistance Program (EFAP)**, all DRHC employees and physicians have access to 24/7 confidential counselling and supports targeted to whatever their needs may be.

DRHC's **Workplace of Choice Team**, and its subcommittees (Workplace Wellness, Standards of Behaviour, Rewards and Recognition, and HR Best Practice) work hard throughout the year to sponsor and organize activities to engage and celebrate staff and promote a healthy work-life balance. Some of the initiatives put in place under the Workplace of Choice umbrella include **2 free gym passes per week, the annual Rewards & Recognition Night, and various on-site wellness activities.**



Workplace Violence Prevention



It is our utmost priority to ensure that DRHC is a safe place for our staff and physicians to come into work each day, and for our community to receive the care they need. As a part of our ongoing commitment as a Best Practice Spotlight Organization (BPSO), a multidisciplinary team has come together to work on an overarching project preventing violence, harassment, and bullying of healthcare workers.

So far, the team has worked hard to conduct a risk analysis, reviewed policies and procedures for flagging and handling potentially violent individuals and developed signage for around the facility. Additionally, **non-violent crisis intervention training** is offered to all staff throughout the year to teach techniques to deescalate difficult situations and mitigate risks for themselves, their colleagues, and patients.

KEY METRICS	DEFINITION	2023/2024 RESULTS	TARGET
Vacancy Rate	Percentage of positions unfilled* compared to the total number of positions available. <i>*as of March 31, 2024</i>	6.78%	10% (lower is better)
Education Hours	Total number of hours of paid education for staff.	2,778 hours	1,620 hours (higher is better)
Vacation Hours - unused	Percentage of full-time staff who took at least 90% of their vacation time *Total number of allotted vacation hours not taken by March 31, 2024. <i>*includes staff who requested payout, and/or rolled over vacation due to a long-term leave.</i>	73.8%	80.0%
Employee Engagement Score	A roll-up of results from the annual Employee Engagement Survey, conducted in November 2023.	79.4%	77.3% (higher is better)

ENSURE STRONG FOUNDATIONS

Progressive Care for Changing Times



PRIORITY 1: Optimize funding

PRIORITY 2: Adaptive core services

PRIORITY 3: Commit to the process of Truth and Reconciliation

PRIORITY 4: Demonstrate our commitment to Equity, Diversity, and Inclusion

Fostering Culturally Safe, Culturally Competent Care



Dryden Regional Health Centre humbly acknowledges that we are situated on the traditional Treaty #3 territory of the Métis and Anishnaabe peoples of Migisi Sahgaigan (Eagle Lake) First Nation, Wabigoon Lake Ojibway Nation, and Wabauskang First Nation.

We also recognize the unique healthcare needs of Indigenous peoples as a result of historic and ongoing colonial practices that have impacted these communities for generations. We are committed to listening and learning from the lived experiences of First Nations and Métis peoples and implementing the Calls to Action outlined by the Truth and Reconciliation Commission, aiming to close the gap in health outcomes between Indigenous and non-Indigenous communities.

Over the last year, DRHC's newly formed Indigenous Resource Team has worked to review policies and practices at DRHC to promote culturally-safe care, education and resources for staff and physicians and supporting community events that recognize and celebrate Indigenous peoples and culture.

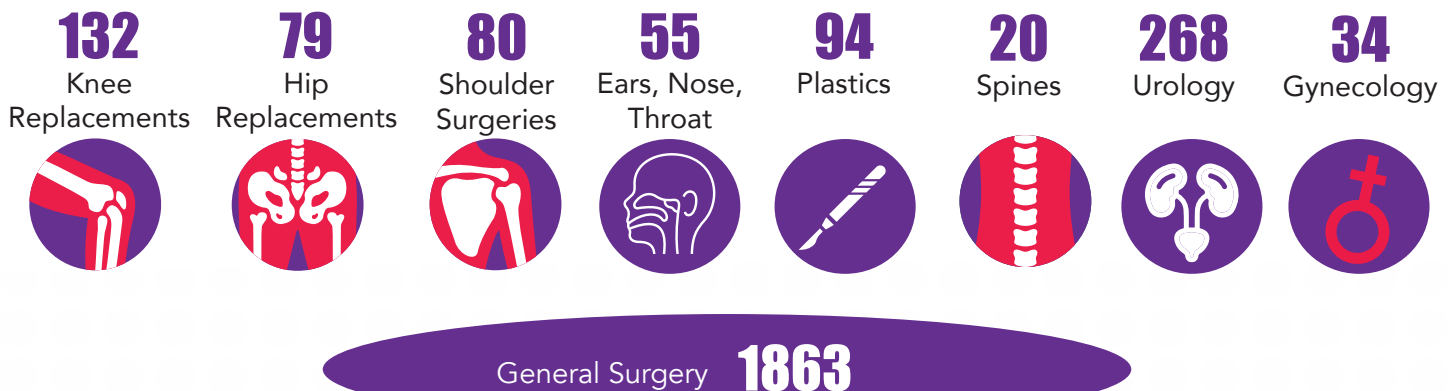
Through forming strong partnerships with local Indigenous leaders and organizations, DRHC strives to



foster open, collaborative relationships with First Nations and Métis patients and their families. The Bimaadiziwin ("Seeking the Good Life") Social Worker position has been revamped, with a greater focus on community outreach and education, in addition to providing supports for First Nations patients and their families during their time at the Hospital.

Expanding Surgical Services to Keep Care Closer to Home

Total Surgeries Performed by Specialty:



DRHC boasts a busy Surgical Services program, offering a range of general surgery and specialty procedures to help patients receive the care they need closer to home.

By investing in our Surgical Services programs, we are bringing in new equipment and training which allows us to expand the roster of services offered in our Operating Room. In September, we expanded our orthopedics program, performing **DRHC's first spinal fusions and lumbar decompressions**. And in December, DRHC had another milestone, successfully performing **urology surgical procedures using laser technology** for the first time.



KEY METRICS	DEFINITION	2023/2024 RESULTS	TARGET
Gross Margin	A measure of efficiency calculated by dividing the gross profit/loss (revenue minus costs) as a percentage of total revenue.	- 0.2%	0.0% (higher is better)
Employee Survey Results – Equity, Diversity & Inclusion	Percentage of responding staff who answered “Agree” or “Strongly Agree” to the following statement: “At DRHC, employees appreciate others whose backgrounds, beliefs, and experiences are different from their own.”	77.1	85.0% (higher is better)
Patient Survey Results – Courtesy and Respect	Percentage of responding Emergency Department patients who answered “Always” to the following question: “During this emergency department visit, how often did the nurses treat you with courtesy and respect.”	90.0%	85.0% (higher is better)



LEAD NEW SOLUTIONS

Innovative Care Through Collaboration



PRIORITY 1: Invest in leadership, and be leaders for positive change

PRIORITY 2: Build partnerships and collaboration for better health outcomes

Collaborative Approaches to Mental Health and Addictions Services

DRHC was proud to open the **Community-Based Mental Health Stabilization Unit (CBMHSU)** in late 2023, with support from the Kenora District Services Board, offering a new approach to accessing services for clients with mental health concerns. The Unit provides programming, resources, and short-term housing for clients in a safe and supportive environment. Clients receive **individual counselling and group therapy, life skills coaching, and case management services** for those requiring additional support post-discharge.

In partnership with Ontario Provincial Police, Dryden Regional Mental Health and Addictions Services launched a pilot program, the **Mobile Crisis Response Team (MCRT)** to better support community members with mental health and addictions concerns, pairing a crisis worker with a dedicated OPP Officer when responding to mental health and addictions-related calls coming through OPP dispatch. The MCRT program offers **preventative outreach, immediate crisis response, and connection to follow-up services** to some of the most vulnerable individuals in the community.

The **Rapid Access Addictions Medicine (RAAM)** is made available in Dryden through a partnership between the Dryden Area Family Health Time, Dryden Regional Mental Health and Addictions Services, and the St. Joseph's Care Group, providing a holistic approach to treatment for those struggling with substance use concerns. Through a **multidisciplinary team of mental health therapists, nurse practitioners, and virtual care from a physician specialized in addictions medicine**, clients have access to individualized care plan to help them reach their health goals.



Digital Solutions to Pre and Post Operative Teaching



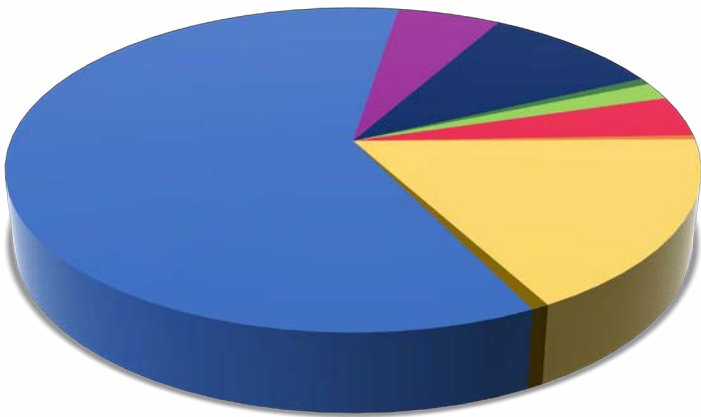
TAs part of the Regional Surgical Services Program, DRHC along with surrounding hospitals launched a series of educational videos aimed at reinforcing the information provided by their healthcare team about preparing for surgery, and what to expect post-operatively, with a goal of improving patient experience, and ensuring that they are properly prepared for their procedure.

KEY METRICS	DEFINITION	2023/2024 RESULTS	TARGET
Hospitalization Rate for conditions better treated in Ambulatory Care	The rate (per 1,000 patients) of patients admitted to the hospital for acute or chronic health conditions that could be managed through ambulatory (outpatient) / primary care.	4.0	4.5 (lower is better)
Ontario Health (OH) Cybersecurity Assessment	The Cyber Security Maturity Assessment scoring provides a comprehensive picture of an organization's security posture and enables the organization to identify gaps where security needs to be improved.	480	Target TBD Baseline being established in 2023/2024 year in tandem with other hospitals in the North-west.



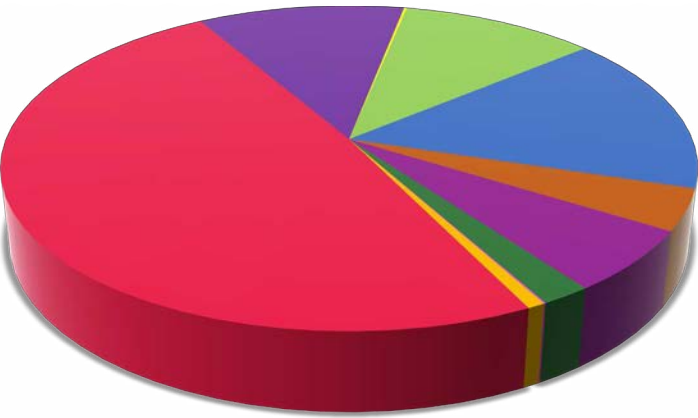
FINANCIAL STATEMENTS

Visit drhc.on.ca/reports to view the full 2023/2024 financial statements.



REVENUE 2024

Ministry of Health Base Allocation	\$20,894,936
Bundled Care (Quality Based Funding)	\$1,984,115
One-Time Payments	\$3,443,952
Paymaster for VSP Funding	\$233,682
Hospital On-Call Coverage Funding	\$597,205
Alternate Funding Agreement	
Program Funding	\$1,421,497
Cancer Care Ontario Funding	\$143,300
Other Revenue	\$6,025,532
Amortization of Equipment	
Grants/Donations	\$250,465
Total Revenue	\$34,988,6684



EXPENSES 2024

Salaries and Wages	\$17,136,122
Employee Benefits	\$3,984,959
Employee Benefits Future Costs	\$53,900
Medical Staff Remuneration	\$3,752,685
Supplies and Other Expenses	\$5,582,150
Medical and Surgical Supplies	\$1,431,070
Drugs	\$2,143,133
Amortization of Equipment	\$700,488
Bad Debts	\$26,212
Transfer to Kenora Rainy River Regional	
Lab Program	\$248,745
Total Expenses	\$35,059,464
Excess (Deficiency) of Revenue over Expenses from Health Centre Operations	(\$70,780)

