



Empowered
Progressive
Innovative

Care

ANNUAL
REPORT
2024-25

Letter from the: **Board Chair** **and Chief Executive Officer**



As we enter the third and final year of our Strategic Plan - **Empowered, Progressive, Innovative Care** - we are proud to reflect on the meaningful progress we've made at Dryden Regional Health Centre toward advancing our mission and delivering on our strategic priorities: Be a Great Place to Work, Ensure Strong Foundations, and Lead New Solutions.

At the heart of DRHC is our exceptional team of staff, physicians, and volunteers. This past year, we've continued investing in their well-being through leadership development, educational supports, and wellness initiatives - with 78.2% of employees recommending DRHC as a great place to work. New efforts, such as a Physician Wellbeing Program and strengthened EDI practices, ensure a healthy, inclusive, and supportive environment for all.

Strong foundations are critical to quality care. Despite sector-wide financial pressures, DRHC continues to allocate resources strategically. With the support of the Dryden Regional Health Services Foundation, we are investing in new, state-of-the-art equipment to improve patient experiences and outcomes, while planning for some large upcoming projects, including pharmacy upgrades and a new satellite hemodialysis unit.

Innovation remains key to meeting the evolving needs of our community. We've implemented new service models like centralized wait list management for CT scans and continued the successful Mobile Crisis Response Team. Our region-wide EMR upgrade, Meditech Expanse, is now underway and promises to enhance care quality, safety, and efficiency.

Thank you to our dedicated team and community partners. Together, we're shaping a stronger future for healthcare in our region.

Thank You, Merci, and Miigwetch,

Vanessa Simpson
Board Chair

Doreen Armstrong-Ross
President & Chief Executive Officer

YEAR AT A GLANCE

Empowered
Progressive
Innovative **Care**



17,683

**Emergency
Room Visits**

30,570

Total Diagnostic Imaging

Ultrasound **2,777**

CT Scan **3,512**

X-Ray **24,281**



38,421

Patient Meals Served



11,909

**Physiotherapy
Attendance Days**

Inpatient **4,123**

Outpatient **6796**

Homecare **990**

126,417

**Laboratory
Tests**



121

Newborns

14,139

**Inpatient
Days**

3,407

**Dryden Diabetes
Centre**

2,216

**Mental Health
Therapy**



1,863

**Occupational Therapy
(OT) Attendance Days**

Inpatient **891**

Outpatient **419**

Homecare **553**



2,175

**Blood Pressure
Management**

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

1,651

**Registered
Dietitian**



1,835

Lung Health



1,883

**Nurse
Practitioners**



1,563

**Oncology
Visits**

Surgeries Performed by Specialty:

989

**General
Surgeries**



135

**Knee
Replacements**



99

**Hip
Replacements**



95

**Shoulder
Surgeries**



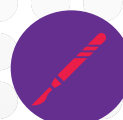
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**Ears, Nose,
Throat**



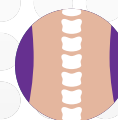
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Plastics



22

Spines



291

Urology



54

Gynecology



BE A GREAT PLACE TO WORK

340

Employees



13

Physicians



13

Medical Learners



21

Volunteers



Workplace of Choice

Being a Workplace of Choice is more than just a phrase, it is DRHC's commitment to our people to create a work environment where everyone feels supported, motivated and appreciated.

The four Workplace of Choice subcommittees are each responsible for a piece of this by planning and sponsoring initiatives which enrich the workplace experience for our staff:

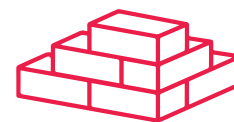
- **Human Resources (HR) Best Practice:** focuses on identifying, developing, and promoting HR policies, procedures, and initiatives that are considered exemplary and aligned with industry standards and DRHC goals. This committee plays a vital role in promoting a positive work environment, ensuring legal compliance, and supporting DRHC's overall goals and objectives.
- **Rewards & Recognition:** strives to recognize the commitment and celebrate the accomplishments of our people through organizing fun, meaningful events throughout the year that highlight staff and physician contributions to the organization and to patient care. This team is responsible for organizing the annual Rewards and Recognition Awards Dinner, and several other events throughout the year (including hot chocolate and sundae bars) as a thank you for our staff's hard work.
- **Standards of Behaviour:** endeavours to ensure that DRHC's core values (accountability, compassion, humility, integrity, and respect) are ingrained into the culture of our organization and guide how our people act and interact with others to create a positive and safe environment to work and receive care. This team organizes contests and giveaways to promote DRHC's Standards of Behaviour and recognize individuals who embody our core values.
- **Workplace Wellness:** responsible for organizing events, activities and programs which support the physical, mental, and emotional wellness of DRHC staff and physicians. The Committee puts together things like meal kits, lunch and learns, book club, and challenges throughout the year to support the overall well-being of our people.

KEY METRICS: BE A GREAT PLACE TO WORK

	2023/2024 Results	2024/2025 Results	2025/2026 Results	TARGET
VACANCY RATE: % of positions unfilled compared to the total number of positions available. <i>(lower % is better)</i>	6.8%	7.8%	-	10.0%
EDUCATION HOURS: total number of paid education hours for staff. <i>(higher hrs. is better)</i>	2,778 hrs.	1,593 hrs.	-	1620 hrs.
UNUSED VACATION TIME: % of full-time staff who took at least 90% of their allotted vacation time. <i>(higher % is better)</i>	73.8%	84.0%	-	80.0%
EMPLOYEE ENGAGEMENT SCORES: average score taken from the annual Employee Engagement Survey. <i>(higher % is better)</i>	79.5%	74.3%	-	77.3%



ENSURE STRONG FOUNDATIONS



Space Planning and Facilities Upgrades

Part of our commitment to our patients is planning for the future healthcare needs of the communities we serve while sustaining all of our current programs and services. Over the past year, DRHC has completed a space planning review of our facility, which includes allocating space for two major construction projects that are currently in the planning phases: a relocation and **upgrade of the hospital pharmacy**, and the much-anticipated **satellite hemodialysis unit**.

The Pharmacy is a critical part of the hospital, responsible for the safe storage, dispensing, and supply of medications for patients. DRHC's pharmacy staff are also responsible for mixing chemotherapy drugs administered to oncology patients locally and at Red Lake Hospital. Once completed, the expanded pharmacy will improve efficiency for staff, ensure the continued safe mixing of chemotherapy drugs, and meet all pharmacy Accreditation standards.

Last year, our Pharmacy Team:



Processed **37,041** medication orders entered into Meditech.



Mixed **1,544** doses of chemotherapy to support Oncology patients in Dryden and Red Lake.



Packaged **218,562** oral tablet medications to be dispensed to patients.

In late 2023, the Government of Ontario announced funding to build a satellite hemodialysis unit in Dryden, as an extension of the Renal Program at Thunder Bay Regional Health Sciences Centre. Once completed, patients will be able to access life-sustaining dialysis services locally, reducing the need to travel for patients and their families.

Ambulatory Care Clinic

Located in the former COVID-19 Assessment Centre, the Ambulatory Care Clinic is equipped with four assessment rooms, each set up to connect to specialists through the Ontario Telemedicine Network (OTN). The Ambulatory Care Clinic also houses three infusion chairs.

Currently, all Telemedicine appointments are being held at the new location, with plans to transition wound care and infusion services in the near future.

Best Practice Spotlight Organization

Dryden Regional Health Centre was awarded the Best Practice Spotlight Organization (BPSO) designation in 2022 following the completion of five projects, and implementing best practice guidelines aimed at improving quality and patient safety: Falls Prevention & Reducing Injury from Falls; Minimization of Restraints; Prevention of Pressure Injuries; Pain Assessment & Management; End-of-Life Care.

While the initial projects have been completed, the various projects team still work to sustain the best practice guidelines that have been implemented.



As part of our ongoing BPSO commitment, DRHC has chosen three new projects for 2025/2026 year:

- **Person and Family-Centred Care** focuses on a consideration of patient and community engagement on the delivery of services. Part of this work involves the redevelopment of DRHC's Patient and Family Advisory Committee and a workplan to incorporate patient experience into service design and delivery.
- **Transitions in Care and Services** will build on the recent review of DRHC's surgical program, and will involve reviewing and streamlining processes regarding the patient transfers.
- **Promoting 2SLGBTQI+ Health Equity** has become a structure to guide the work of the DRHC's Equity, Diversity and Inclusion Committee, looking at staff engagement on organizational culture and psychologically safe spaces within the organization, and providing awareness training for staff.



KEY METRICS: ENSURE STRONG FOUNDATIONS

	2023/2024 Results	2024/2025 Results	2025/2026 Results	TARGET
GROSS MARGIN: A measure of efficiency calculated by dividing the gross profit/loss (revenue minus costs) as a percentage of total revenue. (higher % is better)	-0.2%	-0.2%	-	0.0%
STAFF EXPERIENCE: Equity, Diversity & Inclusion: % staff responding "Agree" or "strongly Agree" to the question: "At DRHC, employees appreciate others whose backgrounds, beliefs, and experiences are different from their own." (higher % is better)	77.1%	74.3%	-	85.0%
PATIENT EXPERIENCE: 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?" (higher % is better)	90.0%	94.0%	-	85.0%



LEAD NEW SOLUTIONS



Electronic Health Record Upgrade

DRHC is a proud partner of a regional initiative to update to a new Electronic Health Record (EHR) for patients across Northwestern Ontario.

Staff and physicians from each hospital site are being involved in this multi-year project, branded as **Bridge Northwest** to ensure that once launched, the updated EHR system can meet the needs of healthcare providers in the North.



Once fully operational, the modern and integrated EHR system will create streamlined workflows and clinical processes for healthcare providers, and support improved patient outcomes

This multi-year project had its initial kick-off in early 2025. The program, branded as **Bridge Northwest** is working to move the region to a modern and integrated electronic health record, resulting in streamlined work-flows and clinical processes for healthcare providers and improved patient outcomes.

Kiiwetinoong Healing Waters Ontario Health Team

Dryden Regional Health Centre is a signatory of the Kiiwetinoong Healing Waters Ontario Health Team (KHWOHT), a collaborative network of healthcare providers, Indigenous-led organizations and community members providing health and social services to patients in Dryden, Sioux Lookout, Red Lake, and all areas and First Nations communities in between.

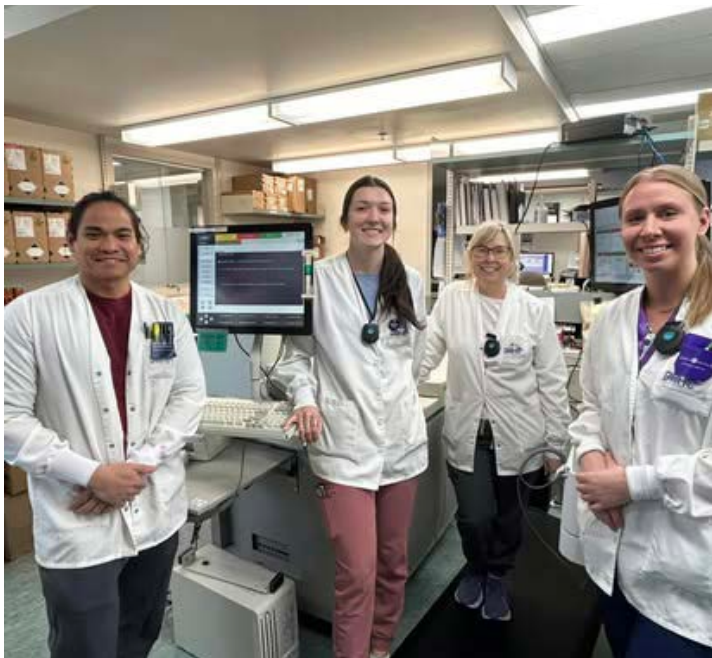


As part of the overarching work of the KHWOHT, the Dryden Health Hub was created to bring to the table local agencies in Dryden and surrounding area to reduce barriers and ensure equitable access to essential care services.

To learn more about the Kiiwetinoong Healing Waters OHT, visit www.khwoht.ca

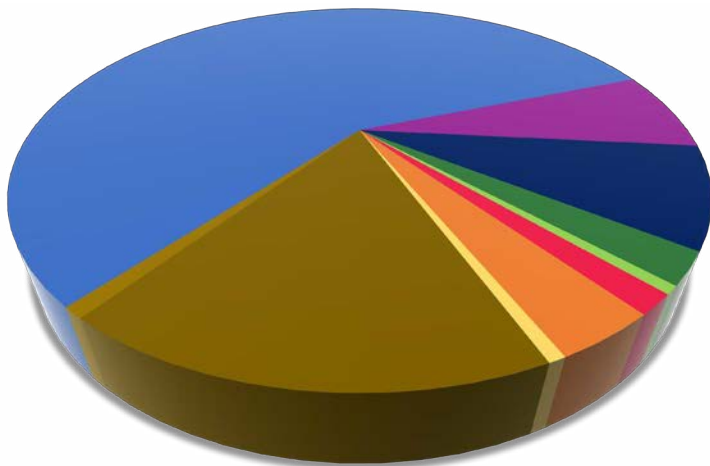
KEY METRICS: LEAD NEW SOLUTIONS

	2023/2024 Results	2024/2025 Results	2025/2026 Results	TARGET
HOSPITALIZATION FOR CONDITIONS BETTER TREATED IN AMBULATORY CARE: the rate (per 1000 admitted patients) of those admitted for acute or chronic health conditions that could be managed through outpatient or primary care. (lower % is better)	4.0%	4.3%	-	4.5%
CYBER-SECURITY ASSESSMENT SCORE: Security Maturity Assessment score provides a comprehensive picture of an organization's security posture and enables the organization to identify gaps for improvement.	480	480	-	Collecting Baseline (with other NW Hospitals)



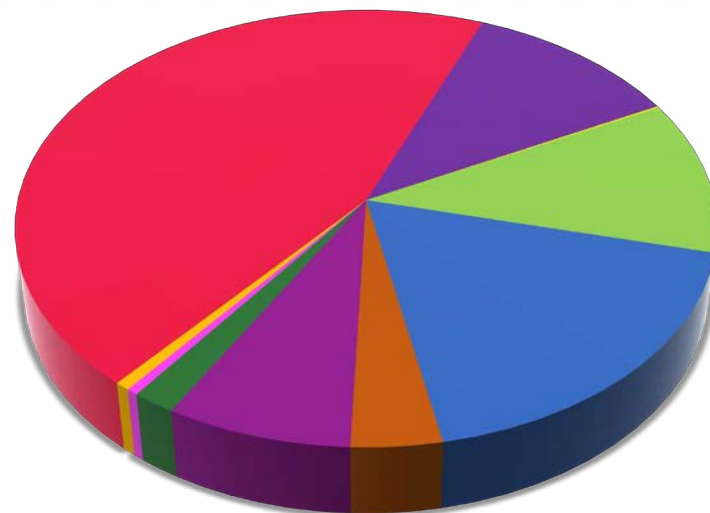
FINANCIAL PERFORMANCE

Visit drhc.on.ca/reports to view the full 2024/2025 financial statements.



REVENUE 2025

Ministry of Health Base Allocation	\$23,722,075
Bundled Care (Quality Based Funding)	\$2,860,451
One-Time Payments	\$3,396,912
Ontario Health Team Funding	\$1,014,033
Paymaster for VSP Funding	\$254,699
Hospital On-Call Coverage Funding	\$630,652
Alternate Funding Agreement	
Program Funding	\$1,503,891
Cancer Care Ontario Funding	\$252,070
Other Revenue	\$6,710,155
Amortization of Equipment	
Grants/Donations	\$347,253
Total Revenue	\$40,692,491



EXPENSES 2025

Salaries and Wages	\$18,352,890
Employee Benefits	\$4,577,195
Employee Benefits Future Costs	\$39,400
Medical Staff Remuneration	\$4,646,276
Supplies and Other Expenses	\$7,373,404
Medical and Surgical Supplies	\$1,516,351
Drugs	\$3,107,291
Amortization of Equipment	\$721,438
Bad Debts	\$196,095
Transfer to Kenora Rainy River Regional	
Lab Program	\$248,711
Total Expenses	\$40,779,051

Excess (Deficiency) of Revenue over Expenses
from Health Centre Operations (\$86,560)

Other Items

Amortization of Building Grants/Donations	\$499,120
Amortization of Land Improvements and Building	(704,284)
Interest on Long-Term Liabilities	(1,496)
	(206,660)



Scan QR Code link to audited financial statements,
from our website; <https://www.drhc.on.ca/public-reports>