





## Message from: Chief Executive Officer Doreen Armstrong-Ross

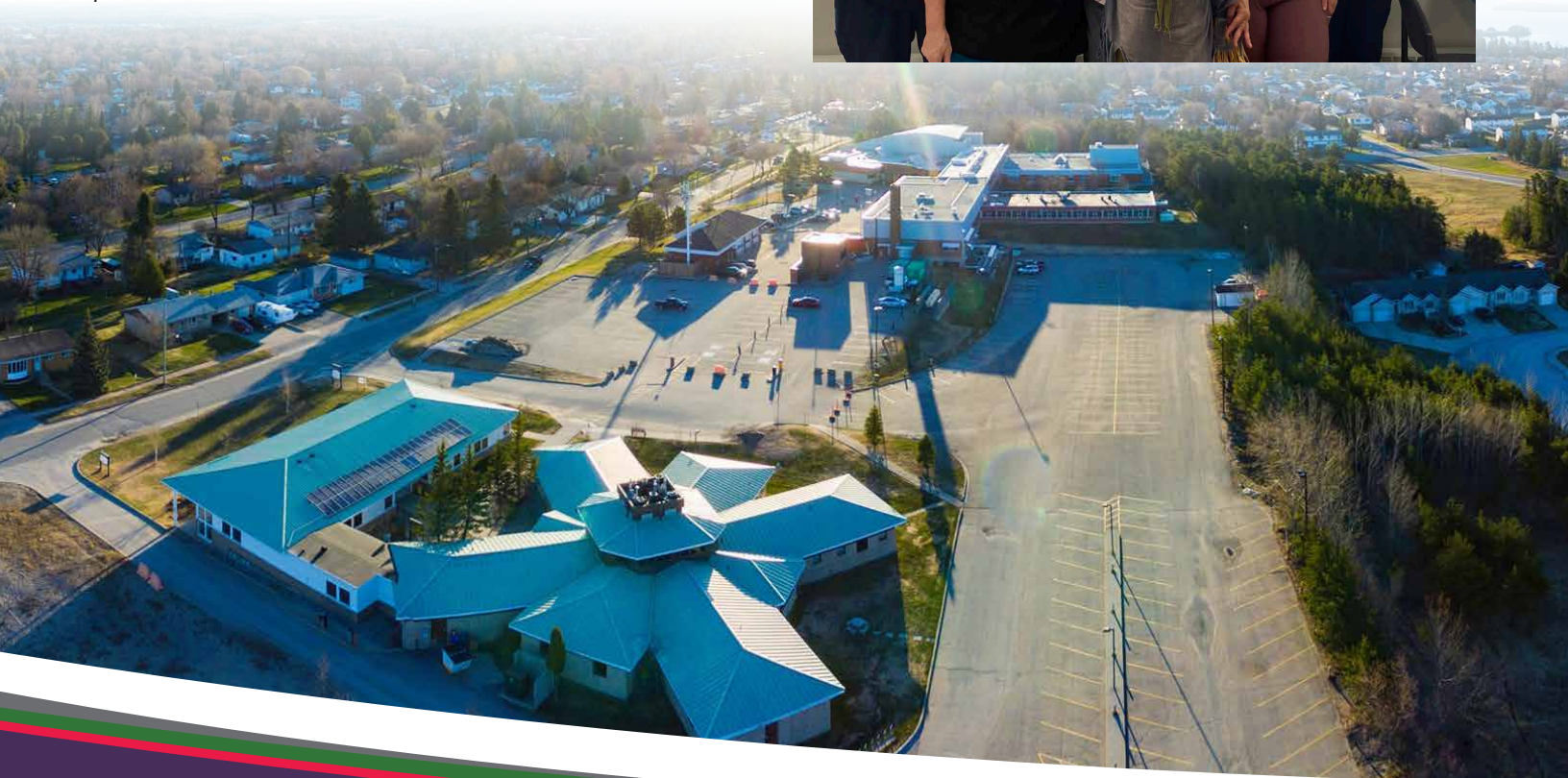
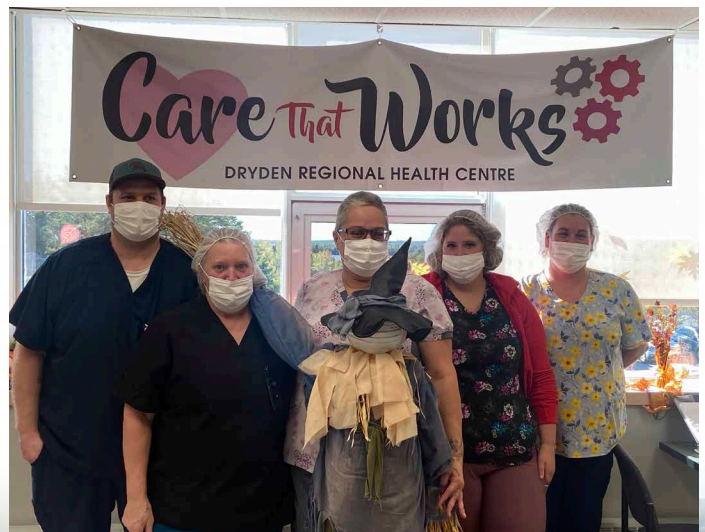
With our 2018-2022 Strategic Plan coming to an end this year, it has been a great opportunity to reflect on all that we have accomplished, and the obstacles we have overcome during this four year period.

Despite a global shortage of healthcare workers, economic and financial pressures, and a challenging respiratory illness season this winter, the staff and physicians at DRHC have continued to provide safe, high-quality care to the communities we serve.

Over the last year, DRHC maintained our current level of services, and increased capacity in our Operating Room to support Ontario's surgical recovery plan, while also supporting Manitoba with their surgical backlog. Recognizing need in the community, we have worked to pilot new projects aimed at supporting patients with mental health and addictions concerns.

In the process of developing our next Strategic Plan, we had the opportunity to engage with our stakeholders – including staff, physicians, partner agencies, community members and most importantly, our patients – and hear what is important to them as we look at our priorities in the coming years.

The response was clear – our patients count on us to always be there to provide compassionate and respectful care in their times of need. And we are proud to answer that call.



# YEAR AT A GLANCE



115,116

Laboratory Tests



15,099

Emergency Room Visits



Diagnostic Imaging



Ultrasound 6,417

CT Scan 3,056

X-Ray 8,562

2,287

Visiting Specialist Appointments



1,523

Surgeries Performed in the Operating Room



Visits to Mental Health & Addictions Services

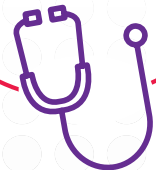


Face to Face Interactions 5,762

Phone / Virtual 4,040

12,404

Inpatient Days



Physiotherapy Attendance Days

Physio Outpatient 5,105

OT Outpatient 332

Physio Inpatient 3,954

OT Inpatient 1,945



103

Newborns



# STRATEGIC PLAN 2018-2022

## Care That Works



### 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

## OUR PATIENTS AND FAMILIES

### Respiratory Illness Assessment & Treatment Centre



Under direction of the Provincial government, DRHC expanded the scope of the COVID-19 Assessment Centre to offer patients with any respiratory or flu-like symptoms an opportunity to speak with a healthcare provider, who can diagnose, test, and offer advice or treatment when appropriate for a number of conditions without needing to access the Emergency Department.

During what turned into a very busy respiratory illness season, the services offered through the Assessment and Treatment Centre helped patients experiencing moderate symptoms to safely care for themselves and their family members at home

### Nurse Practitioners in Emergency Department

In November 2022, DRHC kicked off an innovative new model of care in our Emergency Department, with Nurse Practitioners being staffed in the emergency department during peak hours seven days a week, in addition to the 24-hour physician coverage. This has helped patients needing emergency care to be seen faster, and taken pressure off of physicians and staff in the department.



# OUR PEOPLE



## Non-Violent Crisis Intervention Training

DRHC is strongly committed to being a safe place for everyone. As part of our commitment, staff, physicians and learners at DRHC were encouraged to participate in a full day Non-Violent Crisis Intervention Training to hone their skills in deescalating situations and keeping themselves and others safe from potentially violent situations.

## Accreditation 2023

DRHC's Accreditation Survey was held on May 1-3, 2023.

Once again, DRHC has been awarded Exemplary Standing by Accreditation Canada, which is the highest level that can be awarded. Thanks to our staff's commitment to quality improvement and patient safety, DRHC met 1803 out of a possible 1804 Accreditation standards- the best DRHC has ever performed in an Accreditation.

## Best Practice Spotlight Organization

In June 2022, DRHC was awarded the Best Practice Spotlight Organization (BPSO) designation from the Registered Nurses Association of Ontario (RNAO) after completing five initial projects looking at patient safety and service quality:



- Falls Prevention and Reducing Injuries from Falls
- Minimization of Restraints
- Prevention of Pressure Injuries
- Pain Assessment and Management
- 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 on maintaining standards of excellence in these areas, and taking on three new projects:

- Preventing Violence, Harassment, and Bullying against Health Workers
- Patient and Family Centered Care
- Assessment and Management of Foot Ulcers for People with Diabetes

## Emerging Leaders Program

Supporting staff to meet their professional goals is an important part of recruiting and retaining skilled employees. Over the course of nine months, DRHC's inaugural Emerging Leaders class participated in teaching modules, discussions, and assignments to help them to develop their leadership skills. Five staff completed the Emerging Leaders Program in December 2022, with the 2023 cohort beginning their courses in Spring 2023.

# OUR PARTNERS



## **RAPID ACCESS ADDICTIONS MEDICINE CLINIC**

In collaboration between the Dryden Area Family Health Team, Dryden Regional Mental Health and Addictions Services, and St. Joseph's Care Group in Thunder Bay, residents of Dryden and the surrounding area have access to Rapid Access Addictions Medicine (RAAM), which provides a holistic approach to treatment for those struggling with substance abuse concerns with supports from nurse practitioners, mental health therapists, and a physician based out of Thunder Bay, supported by DRHC's Telemedicine department.

Recognizing that there is no one-size-fits-all approach to addictions treatment, the RAAM clinic offers clients an individualized care plan to help them meet their needs.

## **KIIWETINOONG HEALING WATERS ONTARIO HEALTH TEAM**

In October 2022, the Ontario Government announced their approval of the Kiiwetinoong Healing Waters Ontario Health Team (KHWOHT), bringing together health partners from the communities of Dryden, Sioux Lookout, Red Lake, and surrounding communities to improve access to healthcare services in the region.

DRHC is a proud partner in the KHWOHT, and is excited to continue working with the other agencies involved in the Ontario Health Team towards its four initial priorities:

- Streamlined Service Delivery
- Digital Integration
- Human Resources
- Mental Health





## VISITING SPECIALIST SURGICAL PROGRAM

Surgeries Performed Last Year:

**143**

Knee  
Replacements



**93**

Hip  
Replacements



**107**

Shoulder  
Surgeries



**49**

Ears, Nose,  
Throat



**84**

Plastics



DRHC has committed itself to helping to reduce the surgical backlog by increasing the number of joint replacements performed in the Operating Room to help patients receive timely access to surgical services, leading to improved patient outcomes and quality of life. We have worked closely with partners and providers to create innovative pathways that create a smooth process for patients before and after surgery.

Starting in the summer of 2022, DRHC started a pilot project to support patients from Manitoba experiencing long waits for joint replacements in their home province. By leveraging Operating Room time that would have otherwise been unused, DRHC was able to perform 47 joint replacements for patients from Manitoba as a testament to the important reciprocal relationship between health service providers in Manitoba and Northwestern Ontario.





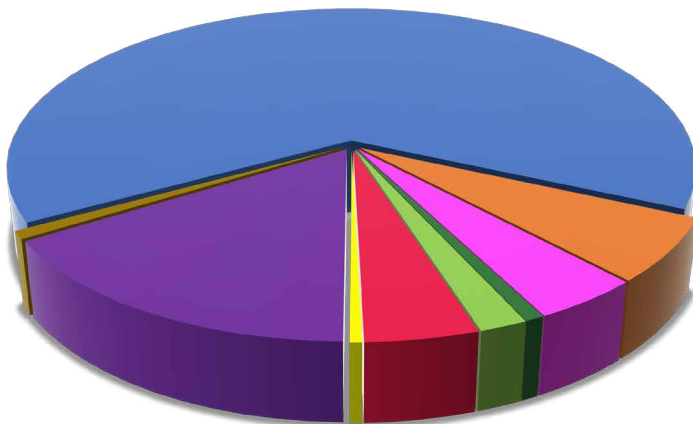
# FINANCIAL STATEMENTS

Visit [drhc.on.ca/reports](http://drhc.on.ca/reports) to view the full 2022/2023 financial statements.



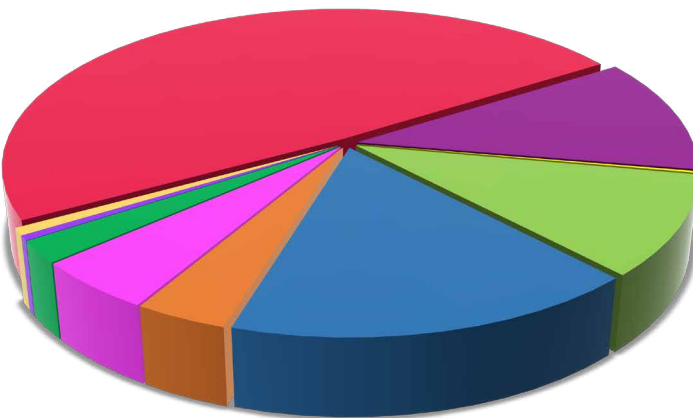
## Consolidated Statement of Financial Position

As of March 31	2023	2022
Current Assets	\$ 8,257,498	\$ 8,055,987
Non-Current Assets	15,422,244	15,686,885
Total Assets	\$23,679,742	\$23,742,872
Current Liabilities	8,337,894	6,521,458
Long-Term Liabilities	9,964,772	10,332,348
<b>Total Liabilities</b>	<b>\$18,302,666</b>	<b>\$16,853,358</b>
Net Assets	5,337,076	6,889,514
<b>Total Liabilities and Net Assets</b>	<b>\$23,679,742</b>	<b>\$23,742,872</b>



## REVENUE

Ministry of Health Base Allocation	\$20,461,139
Ministry of Health Pandemic Funding	\$2,003,0187
Bundled Care (Quality Based Funding)	\$1,374,504
One-Time Payments	-
Paymaster for VSP Funding	\$233,682
Hospital On-Call Funding	\$603,062
Alternate Funding Agreement	
Program Funding	\$1,421,633
Cancer Care Ontario Funding	\$155,609
Other Revenue	\$5,070,984
Amortization of Equipment	
Grants/Donations	\$250,465
<b>Total Revenue</b>	<b>\$31,574,265</b>



## EXPENSES

Salaries and Wages	\$16,074,553
Employee Benefits	\$3,845,557
Employee Benefits Future Costs	\$56,400
Medical Staff Renumeration	\$3,300,243
Supplies and Other Expenses	\$5,483,972
Medical and Surgical Supplies	\$1,235,137
Drugs	\$1,641,815
Amortization of Equipment	\$728,824
Bad Debts	\$160,907
Transfer to Kenora Rainy River Regional	
Lab Program	\$243,834
<b>Total Expenses</b>	<b>\$32,771,242</b>
Excess (Deficiency) of Revenue over Expenses from Health Centre Operations	(\$1,196,977)



# STRATEGIC PLAN 2023-2026

## Empowered, Progressive, Innovative Care



With our 2018-2022 Strategic Plan coming to an end, the Board of Directors has approved a new Strategic Plan to set the direction for the Dryden Regional Health Centre over the next three years.

**Empowered, Progressive, Innovative Care** is the culmination of input from staff members, physicians, community and regional partners, and – most importantly – the patients and families that we serve.

The new Strategic Plan outlines three pillars which will help us to focus on providing the high-quality healthcare services that our communities deserve:

### Be a Great Place to Work:

Our people are our most valuable resource; we need maintain an environment that allows them to provide the exceptional care that patients and their families deserve.

### Ensure Strong Foundations:

Delivering high quality healthcare services requires utilizing our valuable but limited resources efficiently to ensure that we are prepared to provide services that fit the unique needs of the communities that rely on us.

### Lead New Solutions:

With the many challenges facing our community and the healthcare system as a whole, innovative new approaches are required to meet the needs of patients now and into the future. DRHC needs to utilize our experience and expertise to develop programs and services in collaboration with local, regional, and provincial partners to improve outcomes across the continuum of care.

**In the process of developing our new Strategic Plan,** it was also an opportunity to review our Mission, Vision, and Values to solidify who we are, and what we aim to do.

### OUR MISSION:

We are an innovative rural health centre that exists to enhance the health of the patients and communities we serve.

### OUR VISION:

To be recognized as an innovative centre of excellence in rural healthcare.

## 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"