



2023/2024 Annual Report



SIoux LOOKOUT
Meno Ya Win
HEALTH CENTRE

Excellence Every Time

TO OUR STAKEHOLDERS

MESSAGE FROM THE PRESIDENT AND CEO

While the health human resources shortage continues to plague the healthcare sector, our Human Resources department, along with our management team, have made tremendous strides forward in securing staff. They have decreased our turn over rate by nearly ten per cent, filled open positions, and decreased our agency use.

We continue to experience extreme bed pressures, normally operating at 120 per cent capacity on any given day. This places an increased workload on our staff and physicians. Words cannot express how appreciative I am to those members who work through all the daily challenges to provide the best care possible to our patients.

With another year behind us, we managed to maintain Emergency Department services 24/7, which is largely due to our physician team, led by our Chief of Staff Dr. Laurel Laakso.

Our hospital foundation MRI campaign is in full swing, which has raised in excess of two million dollars. SLMHC has identified a need to install and operate an MRI for clinical purposes to help improve the continuity of care for the 2,300 inpatients, 21,500 emergency patients, and 81,000 outpatients it approximately serves on an annual basis. Bringing this service closer to home will prevent clients from having to travel far away from their homes, families and communities. This can cause one of the aspects of a person, such as the mental or emotional, to not be in a state of wellness due to stress and hardship, which then can affect a client's wellbeing and whole self.

Under the oversight of Kathy Loon, Vice President Indigenous Services, Equity, Diversity, & Inclusion, we are developing Podcasts to inform

our communities on topics such as Emergency Department protocols and our complaints/complement process. We will be doing these on a regular basis, covering a wide variety of subjects related to the hospital and our services.

With our growing number of Alternate Level of Care (ALC) patients, waiting in our acute care beds for more appropriate care, we continue to advocate for Long-Term Care Beds for our region.

We are modernizing our staff education program to meet the needs of our staff. Projects such as changing to a more robust platform, and digitalization of training such as the Anishinaabe Cultural Training, to allow for online and distant education.

While mental health and addictions continues to impact our region, we have taken initiatives to address these. For example, under the guidance of Dr. Justin Bell, we have developed a Rapid Access to Addictions Medication (RAAM) clinic, offering services at both the hospital and the Sioux Lookout Emergency Shelter. Finally, I would like to thank our partners, stakeholders, funders, and the communities we serve. Without their support and contributions to SLMHC, we would not be able to provide a quality service, as we strive for "Excellence Every Time".

Miigwetch,
Dean Osmond



MESSAGE FROM THE CHIEF OF STAFF

It's been yet another year of significant challenges but also significant wins!

After so many, long years of health human resource shortages, we are seeing a cohesive, locally-committed team of providers emerging. From our physician staffing point of view, the regular, recurring group of physicians committing to this region continues to grow, and some of these physicians are also starting to “take the next step” by moving here and putting down roots. We continue to see expanding specialist services as well. Although there are still shortages and tremendous needs of course, the hard work and collaboration between SLRPSI (physician services) and SLMHC continues, and the efforts are starting to show.

Earlier this year, I had the opportunity to sit on an expert panel for the Ontario Medical Association media briefing examining physician shortages across Northern Ontario. It was an honour to represent this region and highlight so many of the immense needs facing us: not only physician shortages and the resulting impact on patient care across the spectrum, but also the impact of mental health and addictions in our region, and the need for more northern voices at the decision-making tables. We continue to advocate for patient care in this region every opportunity we get.

This includes working closely with our Ontario Health Team, the Kiiwetinoong Healing Waters OHT, and providing leadership in this context, such as on the

Primary Care Council. Working together with our regional partners, we continue to push for better services and access to care for the patients of our region.

It has also been an honour and privilege to work with such a skilled and passionate team of physician leaders here at SLMHC. We have seen great innovations in service delivery and quality improvement, due to the committed focus and collaboration provided by these physician leaders. Bravo to this team for all they do!

Finally, thank you to our staff, management team and physicians for your commitment to the patients of this region and to each other. What you do makes a difference, and what a positive difference it is that you make every day. And thank you to our patients and their families, for continuing to trust us and work with us to pursue a promising future together.

Miigwetch,
Dr. Laurel Laakso
MD, CCFP



MEETING TRUTH AND RECONCILIATION NATIONS DECLARATION ON THE

The visionaries from the four party negotiations and the hospital negotiating team foresaw a need to reshape future Indigenous/Non-Indigenous relations and implemented programs, which align to not only the future TRC's Calls to Action but also to the United Nations Declaration on the Rights of Indigenous People. Five traditional programs were established, and the sixth program on Indigenous-focused training was developed soon after. Since then, the six programs have been implemented and updated at various points. Over time, the hospital has evolved to be more Indigenous-focused in the development of any patient-specific policy.

The TRC's Calls to Action were released in 2015. While most of our work in establishing Traditional Programs at SLMHC predates the TRC's calls to Action, we continue to incorporate programs/policies that further meet the TRC's Calls to Action and United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP).

Sioux Lookout Meno Ya Win Health Centre meets the following Calls to Action on Health:

18. We call upon the federal, provincial, territorial, and Aboriginal governments to acknowledge that the current state of Aboriginal health in Canada is a direct result of previous Canadian government policies, including residential schools, and to recognize and implement the health-care rights of Aboriginal people as identified in international law, constitutional law, and under the Treaties.

19. We call upon the federal government, in consultation with Aboriginal peoples, to establish measurable goals to identify and close the gaps in health outcomes between Aboriginal and non-Aboriginal communities, and to publish annual progress reports and assess long-term trends. Such efforts would focus on indicators such as: infant mortality, maternal health, suicide, mental health, addictions, life expectancy, birth rates, infant and child health issues, chronic diseases, illness and injury incidence, and the availability of appropriate health services.

20. In order to address the jurisdictional disputes concerning Aboriginal people who do not reside on reserves, we call upon the federal government to recognize, respect, and address the distinct health needs of the Métis, Inuit, and off-reserve Aboriginal peoples.

21. We call upon the federal government to provide sustainable funding for existing and new Aboriginal healing centres to address the physical, mental, emotional, and spiritual harms caused by residential schools, and to ensure that the funding of healing centres in Nunavut and the Northwest Territories is a priority.

22. We call upon those who can effect change within the Canadian health-care system to recognize the value of Aboriginal healing practices and use them in the treatment of Aboriginal patients in collaboration with Aboriginal healers and Elders, where requested by Aboriginal patients.

23. We call upon all levels of government to:

- i. Increase the number of Aboriginal professionals working in the health-care field.
- ii. Ensure the retention of Aboriginal health care providers in Aboriginal communities.
- iii. Provide cultural competency training for all health care professionals.

24. We call upon medical and nursing schools in Canada to require all students to take a course dealing with Aboriginal health issues, including the history and legacy of residential schools, the United Nations Declaration on the Rights of Indigenous Peoples, Treaties and Aboriginal rights, and Indigenous teachings and practices. This will require skills-based training in intercultural competency, conflict resolution, human rights, and anti-racism.

ATION CALLS TO ACTION & UNITED RIGHTS OF INDIGENOUS PEOPLE

Additionally, Sioux Lookout Meno Ya Win Health Centre further meets the following Calls to Action;

TRC's Recommendation on Language and Culture

14. We call upon the federal government to enact an Aboriginal Languages Act that incorporates the following principles:

- i. Aboriginal languages are a fundamental and valued element of Canadian culture and society, and there is an urgency to preserve them.
- ii. Aboriginal language rights are reinforced by the Treaties.
- iii. The federal government has a responsibility to provide sufficient funds for Aboriginal-language revitalization and preservation.
- iv. The preservation, revitalization, and strengthening of Aboriginal languages and cultures are best managed by Aboriginal people and communities.
- v. Funding for Aboriginal language initiatives must reflect the diversity of Aboriginal languages.

TRC's Recommendation on Professional Development and Training for Public Servants

57. We call upon federal, provincial, territorial, and municipal governments to provide education to public servants on the history of Aboriginal peoples, including the history and legacy of residential schools, the United Nations Declaration on the Rights of Indigenous Peoples, Treaties and Aboriginal rights, Indigenous law, and Aboriginal-Crown relations. This will require skills based training in intercultural competency, conflict resolution, human rights, and anti-racism.

The United Nations Declaration on the Rights of Indigenous People (UNDRIP) 2007 was passed with 46 articles outlining and affirming the rights of Indigenous Peoples. Initially, Canada voted against this resolution and it wasn't until 2016, Canada reversed its decision and fully endorsed the UNDRIP. The Declaration a comprehensive International policy on the rights of Indigenous Peoples.

The United Nations Declaration on the Rights of Indigenous Peoples provides a roadmap to advance reconciliation with Indigenous peoples. It shows us that further steps must be taken to respect, recognize and protect the human rights of Indigenous peoples and to address the wrongs of the past.

Sioux Lookout Meno Ya Win Health Centre supports and respects all 46 articles of the UNDRIP. However, we directly align to Articles 23 and 24, which state:

"Article 23 - Indigenous peoples have the right to determine and develop priorities and strategies for exercising their right to development. In particular, Indigenous peoples have the right to be actively involved in developing and determining health, housing and other economic and social programmes affecting them and, as far as possible, to administer such programmes through their own institutions."

"Article 24 - Indigenous peoples have the right to their traditional medicines and to maintain their health practices, including the conservation of their vital medicinal plants, animals and minerals. Indigenous individuals also have the right to access, without any discrimination, to all social and health services."

The past visionaries and leadership of SLMHC have created the roadmap for today's leadership to implement. This journey is continuously evolving. We are recognized by many organizations locally, regionally and nationally on the work that has been done to improve Indigenous Patient Relations. We will continue to provide and adapt patient care that is uniquely focused on the area that we serve.

Miigwetch,
Kathy Loon, VP of Indigenous Services, Equity,
Diversity & Inclusion

Kiiwetinoong Healing Waters Ontario Health Team (KHWOHT)

KHWOHT is an Ontario Health Team that formed in 2022, and SLMHC became a Signatory member. Ontario Health is an agency created by the Ontario government with a purpose to connect, coordinate and modernize Ontario's health care system. By building a connected health care system, the changes will strengthen local services so it is easier to navigate the system and transition between providers.

Spread across Northwestern Ontario, membership is comprised of Red Lake, Sioux Lookout and surrounding areas, and Dryden and surrounding areas. Our team consists of 17 Signatories and 40 plus individuals who are Partners and Observers. The team is a combination of services such as health care, municipality and supportive housing, emergency response, homecare, social and mental health and addictions.

We are working to achieve and align with Ontario Health's core components, by transforming the way health care is provided and funded across Ontario. Other initiatives include reducing emergency department visits, the volume of patients visiting hospitals, improving follow-up care allowing patients to leave hospitals sooner, and taking a digital first approach to offer digital choices to patients to access health care.

Since coming together in 2022, we have created Guiding Principles and our Vision. Working groups and councils were started, including

an Executive Council and Advisory Council. We have implemented a Communications plan and we are currently working on website development. A Collaborative Quality Improvement plan has been submitted and we are looking at ways to develop Integrated Clinical Pathways and Models of Care using Population Health Management.

The Digital aspect of the KHWOHT one of our most exciting initiatives. Our team along with members across the province are looking at moving towards a single health record, a digital e-referral and scheduling system that can be accessed by health care providers province wide. This will allow for a better continuum of care and population health service planning.

Because of our geographical location, uniqueness, and challenges our patients, family and caregivers face when navigating the complex health care system in Ontario, Kiiwetinoong Healing Waters Ontario Health Team plays an important role in helping connect services to achieve the goals and outcomes set out by Ontario Health. SLMHC is looking forward to continuing our journey as a Signatory in order to provide better health care outcomes for our patients in Sioux Lookout and northern communities.



Kiiwetinoong Healing Waters
Ontario Health Team

Staff Milestones

We want to thank and recognize the following staff who have hit a significant milestone between April 1, 2023 and March 31, 2024. Thank you to everyone for your continued dedication to SLMHC and Excellence Every Time.

3 Years

Jaimee Curtis
Elisabeth Hurlen
Marissa Runge
Christine Tavares
Megan De La Fosse
Surya Pulackal Reghu
Sumer Al-Khayat
Sandhya Aiyer
Sunil Sharma
McKenna Murphy
Ashley Bradley
Feljun Pradas
Harmandeep Singh
Drew Dumonski
McKenna Fewer
Jenna Wisnoski
Robin Deep Kaur
Kennedy Rose
Carmelia Agustin
Samantha Parker-Bates
Melinda Gornik
Robert Gould
Awais Memon
Alyssa Wiseman
Elizabeth Anderson
Jesse Bonello
Jewelle Kakegamic
Ella Curtis
Gladys Bouchard
Kaden Fewer
Iftikhar Masih
Tya Dell
Julio Luteria
Persha Hossaini

5 Years

Cortney Dunham
Samantha Carson
Kyla Kulchyski
Patience Chiponda
Kayla Davis
Madison Hamel
Roberta Turtle
Madison St Jean
Jessie Ashmugeesha
Rafi Raza
Joel Kulchyski
Julie Bruckschwaiger

10 Years

Lindsay Evans
Shelby Thompson
Kathy Loon
Johanna Serson
William Anderson
Selena Froude
Dana Ursula
Bradley Hatch
April Ayotte
Amanda Neufeld
Megan George
Micko Lopena

15 Years

Tammy Lynn Goretzki
Dawn Lapworth
Lee-Anne Besselt
Adam Bruneau
Lorena Tamson

20 Years

Isaac Sithole
Magdi Hussein
Lorraine Bolen
Jennifer Power
Sumaryanti Shattler
Rhea Rice

25 Years

Lorraine Debra Miles
Maria Turtle
Cathy Stanley

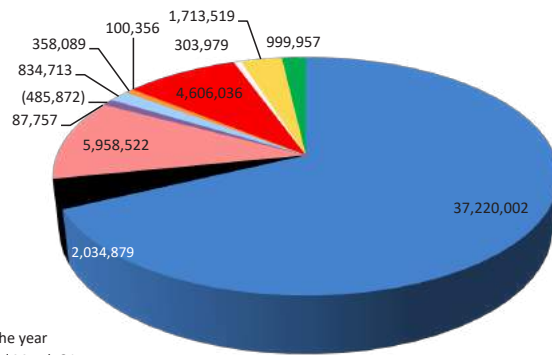
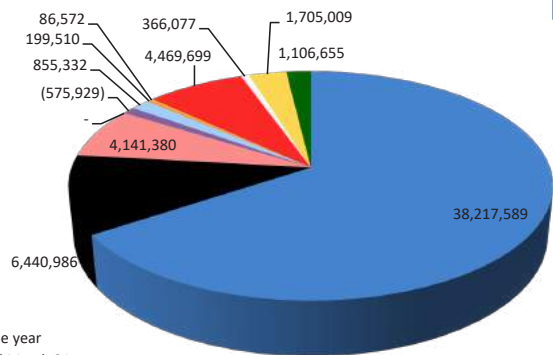
35 Years

Lee Ann Zatorsky

Retired

Ida Vincent
Christine Tavares
Tammy Wright
Ross Horne

Revenues



For the year ended March 31

For the year ended March 31

2023

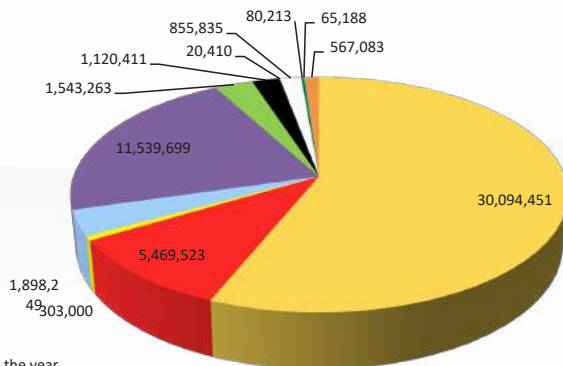
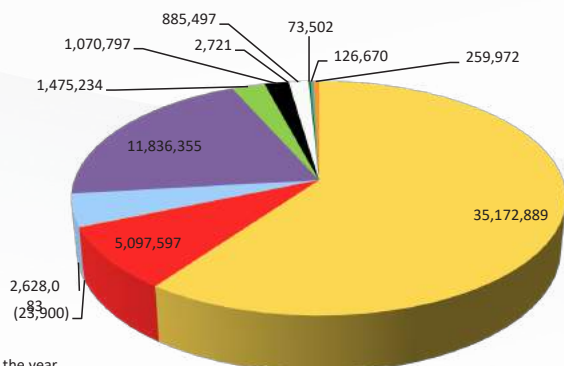
2022

Ontario Health Base Allocation	\$ 38,217,589
Ontario Health On Time Payments	\$ 6,440,986
Ontario Health Pandemic Funding	\$ 4,141,380
Ministry of Health Recoveries	\$ -
Ontario Health/Ministry of Health Recoveries	\$ (575,929)
Other Revenue from Ministry of Health	\$ 855,332
Paymaster	\$ 199,510
Cancer Care Ontario	\$ 86,572
Recoveries and Miscellaneous Revenue	\$ 4,469,699
Amortization of Donations and Grants for Equipment	\$ 366,077
OHIP Revenue and Patient Revenue	\$ 1,705,009
Differential & Copayment Revenue	\$ 1,106,655
Total	\$ 57,012,880

Ontario Health Base Allocation	\$ 37,220,002
Ontario Health On Time Payments	\$ 2,182,941
Ontario Health Pandemic Funding	\$ 5,958,522
Ministry of Health Recoveries	\$ 87,757
Ontario Health/Ministry of Health Recoveries	\$ (485,872)
Other Revenue from Ministry of Health	\$ 834,713
Paymaster	\$ 358,089
Cancer Care Ontario	\$ 100,356
Recoveries and Miscellaneous Revenue	\$ 4,606,036
Amortization of Donations and Grants for Equipment	\$ 303,979
OHIP Revenue and Patient Revenue	\$ 1,713,519
Differential & Copayment Revenue	\$ 999,957
Total	\$ 53,879,999

STATEMENT OF OPERATIONS

Expenses



For the year ended March 31

For the year ended March 31

2023

2022

Salaries, Wages and Purchased Services	\$ 35,172,889
Employee Benefits	\$ 5,097,597
Employee Future Benefits	\$ (23,900)
Medical Staff Remuneration	\$ 2,628,083
Supplies and Other Expenses	\$ 11,836,355
Medical and Surgical Supplies	\$ 1,475,234
Drugs and Medical Gases	\$ 1,070,797
Short Term Interest	\$ 2,721
Equipment Amortization	\$ 885,497
Software Amortization	\$ 73,502
Rental/Lease of Equipment	\$ 126,670
Bad Debts	\$ 259,972
Total	\$ 58,605,417

Salaries, Wages and Purchased Services	\$ 30,094,451
Employee Benefits	\$ 5,469,523
Employee Future Benefits	\$ 303,000
Medical Staff Remuneration	\$ 1,898,249
Supplies and Other Expenses	\$ 11,539,699
Medical and Surgical Supplies	\$ 1,543,263
Drugs and Medical Gases	\$ 1,120,411
Short Term Interest	\$ 20,410
Equipment Amortization	\$ 855,835
Software Amortization	\$ 80,213
Rental/Lease of Equipment	\$ 65,188
Bad Debts	\$ 567,083
Total	\$ 53,557,325

Excess of Revenue over Expenses from Hospital Operations \$ (1,592,537)

Excess of Revenue over Expenses from Hospital Operations \$ 322,674

Audited financial statements for the year ended March 31, 2023 are available on our website at www.slmhc.on.ca

2023/2024 | SLMHC at a Glance

Sioux Lookout Meno Ya Win Health Centre delivered its first newborn of 2024!

Mishkeegogamang First Nation (Osnaburgh) residents Jolynn Bottle and Yzerman Skunk welcomed the arrival of their son Yuri J. Grant Skunk on Jan. 1 at 2:31 a.m.



Every April, SLMHC celebrates our dedicated Laboratory team during Lab Week! We are thankful for all they've done, and continue to do.



SLMHC staff wore orange shirts in solidarity, acknowledging the National Day for Truth and Reconciliation on September 30, 2023.



From left: Monique Mousseau, Joyce Timpson, Arianna Kitching, Dean Osmond, Christine Hoey, and Melissa Slade at the MRI Campaign kick-off announcement on Dec. 1, 2023.

Currently, patients endure wait times and required travel for MRI scans in both Thunder Bay and Winnipeg. An MRI unit at SLMHC will improve access to health care service for our patients, and it will reduce wait times as patients look to access MRI scans.

A new long bed was purchased through the SLMHC Foundation to make hospital stays more comfortable for taller patients!

This new bed came as a result of fundraising efforts by Sioux Lookout's Legion Ladies Auxillary Br. 78 and all who generously supported their efforts.





SLMHC gave the Sioux Lookout Bombers their best wishes before they travelled to compete at the Centennial Cup tournament for the National Junior A Championship!



A Zeiss operating microscope was graciously donated to SLMHC's Ear, Nose and Throat (ENT) Specialty Clinic by the Hospital for Sick Children, located in Toronto.

(From left) Dr. Alex Treble, Dean Osmond, and Dr. Paolo Campisi with the Zeiss operating microscope.

A special Thank You went to the St. Mark Mavens, a group of ladies from St. Mark Lutheran Church in Vermilion Bay, who gifted us with beautiful handcrafted quilts!

These quilts are loved by our ALC patients!





A special thank you to the Skip to Equip Committee, the 11th Annual Bearskin Airlines Skip to Equip Classic, and the SLMHC Foundation. Their generous contribution of \$95,000 was used to purchase a new hematology analyzer!

Hematology analyzers are used to count and identify blood cells at high speed with accuracy. The new analyzer enhances our laboratory operations and improves our patient care!

By the Numbers | 2023-2024



2,391
Inpatient
admissions



274
Full-Time
Employees

173
Part-time & Casual
Employees

100
New Hires



209,945
Specimens Processed
in our Laboratory

2,498,241
Total Tests Processed
in our Laboratory



688
Mammography
Screenings



101,836
Outpatient
visits



Miigwech to all who participated in, and supported, our Anishinaabe Giizhigan Celebrations! Over 1000 people celebrated National Indigenous Peoples Day with our Elders, patients, clients, and staff members on June 21, 2023.



278
Babies
Born at SLMHC



21,423
Emergency
Department
Visits



82,352
Meals
Cooked



500,321
Pounds of
Laundry
Washed

Message from the SLMHC FOUNDATION

The Sioux Lookout Meno Ya win Health Centre Foundation is pleased to announce that the twelfth annual Skip to Equip Event raised \$130,000.00 in the fall of 2023. We can't thank the committee members, participants, sponsors and donors enough for their continued support and commitment to health care for the north. This is our largest fundraiser of the year as well as a great community event.

Although 2023 saw the end of our individual online 50/50 raffle, it also saw the beginning of exciting new opportunities to support local health care. SLMCH Foundation jumped on board the Ontario wide "Split the Pot Lottery" and we have committed to being a hospital partner for this amazing program for 2024. Split the Pot Lottery will offer an amplified jackpot, an increased number of lucky winners, and a simpler way to make a difference to Ontario health care while still supporting SLMHC. To purchase tickets or for more information, please visit our foundation website at www.slmhc.on.ca/foundation.

On December 1, 2023 we officially kicked off our multi-million-dollar MRI campaign with the goal to bring Magnetic Resonance Imaging

(MRI) services to SLMHC and our region. All costs associated with the purchase and construction to house the new MRI are the responsibility of our hospital. In addition to the funds already raised, the amount required to fulfill the endeavour is an estimated amount of \$5.5 million. 100% of proceeds collected from this campaign will go toward efforts to make the vision a reality and every dollar counts! For more information or to make a donation, please contact the foundation office at 807-737-7997 or foundation@slmhc.on.ca.

We are profoundly grateful to the many donors who contribute through the year, be they individuals and families, local businesses and national corporations. Without your support we would not be able to continue to purchase much needed equipment for our hospital.

Christine Hoey, President



SLMHC Foundation Board of Directors

- Christine Hoey, President/Chair
- Jackie Duhamel, Vice-President
- Anna Friesen, Secretary
- Rita Demetzer, Treasurer
- Catherine Beamish
- Dean Osmond
- Dr. Eric Touzin
- Monique Mousseau
- Rob McClendon

Foundation Staff

- Melissa Slade, Donor Relations/Operations Coordinator



SIoux LOOKOUT
Meno Ya Win
HEALTH CENTRE

Values Statement

Compassion

We promise to provide care that is compassionate and reflects humility, caring, dignity, empathy and love.

Respect

We promise to be respectful and embrace honesty, integrity, humility, engagement, accountability, responsiveness and truth.

Quality

We promise to provide high-quality, individualized care that is innovative, meets best practice standards and reflects our awareness of cultural safety.

Teamwork

We commit to working as a team and collaborating in care planning that involves the patient. We value leadership, wisdom and bravery.

Mission

Caring for People

Embracing Diversity

Respecting Different Pathways to Health

Vision

We will be a Centre of Excellence in First Nations and northern health care by working together to improve the health status of individuals, families and communities now and for generations to come.

Values

We value compassion, respect, quality and teamwork.