



2024/2025

Annual Report



SIOUX LOOKOUT
Meno Ya Win
HEALTH CENTRE

Excellence Every Time

TO OUR STAKEHOLDERS

MESSAGE FROM THE PRESIDENT AND CEO & BOARD CHAIR

Health human resources remains a high priority. We have been successful in recruiting and retaining staff in all areas, including nursing, which in turn has decreased our agency usage.

Bed census continues to hover around 120%, and has now become the new norm. This is mainly contributed to our Alternate Level of Care (ALC) admission rates occupying acute care beds. We are currently in the planning stage with the Ministry of Long-term Care (MOLTC) getting drawings and cost estimates for a new 96-bed LTC facility.

We have been able to avoid any Emergency Department (ED) closures again this year. This was largely in part from all the great work of our former Chief of Staff (COS) Dr. Laurel Laakso, and now current COS Dr. Joseph Dooley, along with all the physicians who covered the shifts. We are truly grateful for their service and dedication to the people we serve.

The bid for an MRI has become a reality, thanks to the Ministry of Health, Ministry of Northern Development, and the SLMHC Foundation. The MRI equipment was awarded to GE Healthcare and the modular build for the MRI suite was awarded to SDI Canada. Planning and design are well underway, with an estimated completion date of August 2026.

Mental Health and Addictions remains at the forefront. The grand opening of our in-house Rapid Access to Addictions Medicine (RAAM) Clinic was held on April 7, 2025. Our ED continues to experience a high number

of mental health patients as well as patients requiring Schedule 1 services. SLMHC is currently not able to provide this specialized service, meaning the patient must be sent to another facility that offers this service. With the help of Dr. Justin Bell, Chief of Mental Health and Addictions, we have completed a business case to the Ministry of Health asking for Schedule 1 beds to be provided here at SLMHC.

Our Specialty Clinic is growing. We currently offer Cardiology, Ears Nose and Throat (ENT), Pediatric ENT, Vascular, Internal Medicine, Infectious Disease, Pediatrics, Pediatric Allergist, Rheumatology, and Geriatrics. Having these services close to home removes the need to travel great distances to access these types of specialty services.

We would like to thank all our staff and physicians for their work and dedication to SLMHC and the people we serve. Lastly, we would like to express appreciation to our partners, stakeholders, funders, and the people of our region. We look forward to working together to move us along our journey of achieving “Excellence Every Time”.

Miigwetch,

Dean Osmond & Sadie Maxwell



MESSAGE FROM THE CHIEF OF STAFF

As the incoming Chief of Staff (COS) since March 2025, I would like to acknowledge that it is a great honour to be the COS for the Sioux Lookout Meno Ya Win Health Centre (SLMHC) and to acknowledge the work of the previous Chief of Staff, Dr. Laurel Laakso, who has resigned and has relocated. We certainly wish her the best going forward.

In terms of health human resources, we are certainly delighted to see a new, more generous, contract that will be available through the Sioux Lookout Regional Physicians' Services Incorporation (SLRPSI) for physicians working here at SLMHC and providing services to our region. We look forward to working with the team at SLRPSI and with the resources through the Sioux Lookout First Nations Health Authority (SLFNHA) and the Hugh Allen Clinic going forward to continue to improve the excellent service that is already being provided. We are certainly hoping for the changes in our contracts available to improve our ability to attract healthcare workers to the region, and particularly to attract healthcare workers to live and reside in Sioux Lookout.

It is certainly quite exciting that we will be seeing the building of a new long-term care home, along with the

new MRI machine, that will be up and running in the next couple of years. This speaks to a very exciting and positive developments going forward. I would also like to acknowledge the excellent work of the mental health team in working towards developing Form 1 capability with appropriate psychiatric resources.

Finally, I would like to acknowledge all the Chiefs of Departments for their assistance going forward in continuing the excellent level of care being provided. Without your work, this would not be possible. I would like to acknowledge the excellent work of the various healthcare workers here at SLMHC that allow us to provide an excellent level of service. We look forward to further new developments in the coming years, including the opening of the new Long-Term Care Facility, the MRI machine, and the Form 1 capability.

Wishing everybody the best going forward,

Dr. Joseph Dooley
MD



Kiiwetinoong Healing Waters Ontario Health Team (KHWOHT)

KHWOHT is a partnership of healthcare providers, Indigenous-led organizations, and community members serving Northwestern Ontario, including Sioux Lookout and surrounding areas. It is committed to delivering culturally safe, integrated care across communities residing on Treaties 3, 5, and 9—guided by the Seven Sacred Teachings: honesty, truth, respect, bravery, love, humility, and wisdom.

Currently undergoing a period of regrowth and strategic alignment, KHWOHT has transitioned into Health Hubs focused on local communities and service areas. The team is prioritizing key clinical initiatives such as heart failure and lower limb preservation pathways, advancing digital transformation goals, and establishing structural foundations for integrated care. KHWOHT continues to align with provincial priorities while tailoring solutions to the unique needs of Northwestern Ontario communities.

Sioux Lookout plays a central role in planning and operations:

Health Hub Development: A strategic mapping session is scheduled for June 19, 2025, in Sioux Lookout. The agenda includes planning for mental health and addictions, diabetes, wound care, and seniors' care. KHWOHT is also supporting the implementation of Congestive Heart Failure (CHF) clinics in Sioux Lookout, which are intended to serve as models for broader regional initiatives.

Cultural Competency Training: SLMHC has developed a digital Anishinaabe Cultural Training program available to external organizations. KHWOHT members are actively participating in this training, which focuses on local Indigenous history, treaties, residential schools, and traditional programs—equipping participants with cultural competency and local knowledge.

Elder Driven Activation Program: With strong support from KHWOHT Signatories, SLMHC has launched its first Elder Driven Activation Program at the William A. George Extended Care facility. This exciting project, led by the KHWOHT Sioux Lookout Co-chair and the Long-Term Care Manager, aims to enhance cultural engagement and activities for residents.

Kyra Marshall

KHWOHT Co-chair

Manager of SLMHC Traditional Programs and Administrative Support



Staff Milestones

We want to thank and recognize the following staff who have hit a significant milestone between April 1, 2024 and March 31, 2025. Thank you to everyone for your continued dedication to SLMHC and Excellence Every Time.

3 Years

Holly Lupton
Kayla Boland
Gord Stewart
Randolph Marshall
Yunming Li
Olivia Cook
Kylah Bolen
Helen Kowalow
Richard Gapa
Ebony Capay
Minnie Turner
Pauline Chaytor
Colleen Lacosse
Bergonio Calica
Kevin Holder
Sylvia Estep
Karen Mulville
Erica Mulville
Mackenzie Horde
Navneet Kaur
Sophie Crane
Judy Boles
David Reil
Julienne Peralta
Tudor Chirila
Bobbie-Jo Harder
Keayra Gascon
Nekeya Walsh
Taylor Davis
Cindy Wilson
Jeston Briones
Amarissa Estep
Leena Thibodeau
Rick Crawford
Sarah Yukich
Melissa Lanthier

5 Years

Jamie Bascom
Ann Mary John
Christina Anderson
Martianna Auger
Cynthia Dwyer
Leonard Lichty
Virgilio Galivo
Jordyn Luomala
Cherish Reid
Ashley Finlayson
Tristan Bouchard
Aseeb Merin Mangala
Kim Likely
Judy Belmore
Elena Gloria
Alexander Nemec-Bakk
Arianna Kitching

10 Years

Angelica Brucelas
Clinton Lorteau
Michael McCord
Peter Mayberry
Betina H Posthumus

15 Years

Danielle Lillie
Nicole Brown

20 Years

Shelly Read
Brad Caughell
Irene Hutchinson

25 Years

Deanna Lance
Brenda Ropek
Maria turtle
Nancy MacEachern

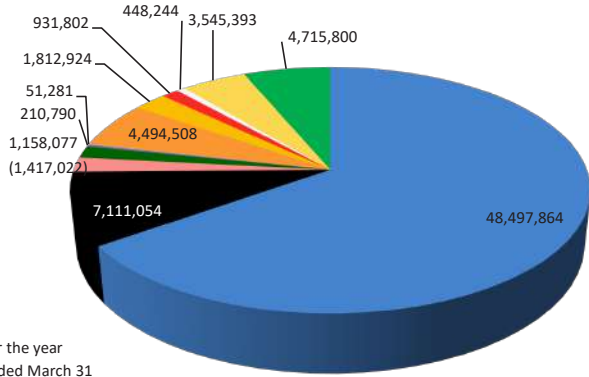
30 Years

Susan Anderson

Retired

Scott Dell
Georgette Tolar
Susan Anderson
Denise Wojciechowski

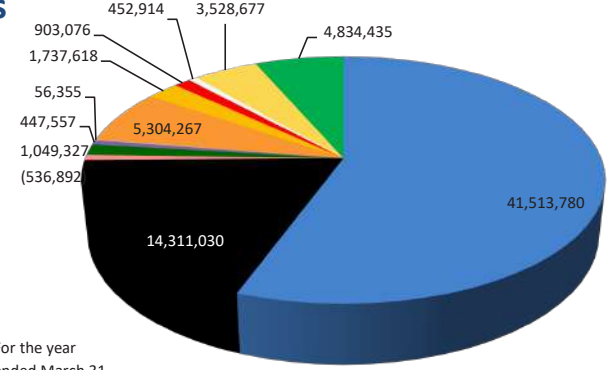
Revenues



For the year ended March 31

2025

Ontario Health Base Allocation	\$	48,497,864
Ontario Health One Time Payments	\$	7,111,054
Ontario Health/Ministry of Health Recoveries	\$	(1,417,022)
Other Revenue from Ministry of Health	\$	1,158,077
Paymaster	\$	210,790
Cancer Care Ontario	\$	51,281
Recoveries and Miscellaneous Revenue	\$	4,494,508
OHIP Revenue and Patient Revenue	\$	1,812,924
Differential & Copayment Revenue	\$	931,802
Amortization of Donations and Grants for Equipment	\$	448,244
Amortization of Building Grants and Donations	\$	3,545,393
Fund 2 Revenues	\$	4,715,800
Total	\$	71,560,713



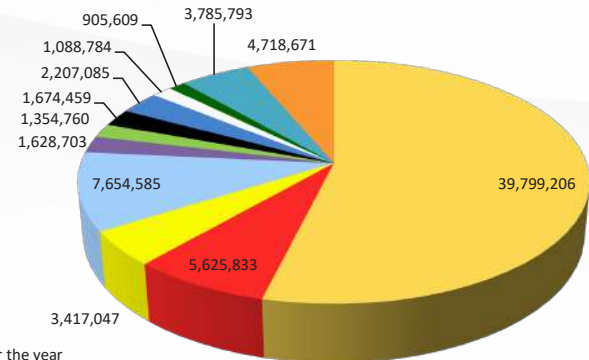
For the year ended March 31

2024

Ontario Health Base Allocation	\$	41,513,780
Ontario Health One Time Payments	\$	14,311,030
Ontario Health/Ministry of Health Recoveries	\$	(536,892)
Other Revenue from Ministry of Health	\$	1,049,327
Paymaster	\$	447,557
Cancer Care Ontario	\$	56,355
Recoveries and Miscellaneous Revenue	\$	5,304,267
OHIP Revenue and Patient Revenue	\$	1,737,618
Differential & Copayment Revenue	\$	903,076
Amortization of Donations and Grants for Equipment	\$	452,914
Amortization of Building Grants and Donations	\$	3,528,677
Fund 2 Revenues	\$	4,834,435
Total	\$	73,602,145

STATEMENT OF OPERATIONS

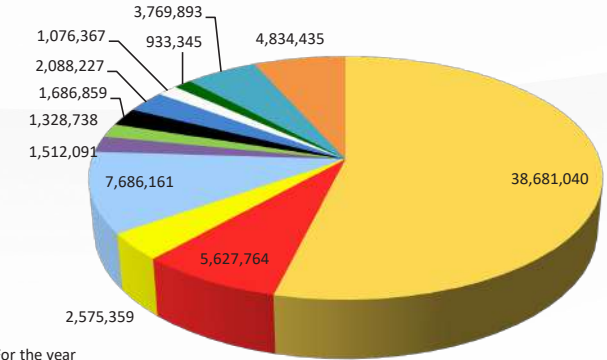
Expenses



For the year ended March 31

2025

Salaries, Wages and Purchased Services	\$	39,799,206
Employee Benefits	\$	5,625,833
Medical Staff Remuneration	\$	3,417,047
Supplies and Other Expenses	\$	7,654,585
Medical and Surgical Supplies	\$	1,628,703
Drugs and Medical Gases	\$	1,354,760
Equipment and Equipment Rentals	\$	1,674,459
Contracted Out Expense	\$	2,207,085
Buildings and Grounds	\$	1,088,784
Amortization of Equipment & Software	\$	905,609
Amortization of Buildings	\$	3,785,793
Fund 2 Expenses	\$	4,718,671
Total	\$	73,860,536



For the year ended March 31

2024

Salaries, Wages and Purchased Services	\$	38,681,040
Employee Benefits	\$	5,627,764
Medical Staff Remuneration	\$	2,575,359
Supplies and Other Expenses	\$	7,686,161
Medical and Surgical Supplies	\$	1,512,091
Drugs and Medical Gases	\$	1,328,738
Equipment and Equipment Rentals	\$	1,686,859
Contracted Out Expense	\$	2,088,227
Buildings and Grounds	\$	1,076,367
Amortization of Equipment & Software	\$	933,345
Amortization of Buildings	\$	3,769,893
Fund 2 Expenses	\$	4,834,435
Total	\$	71,800,280

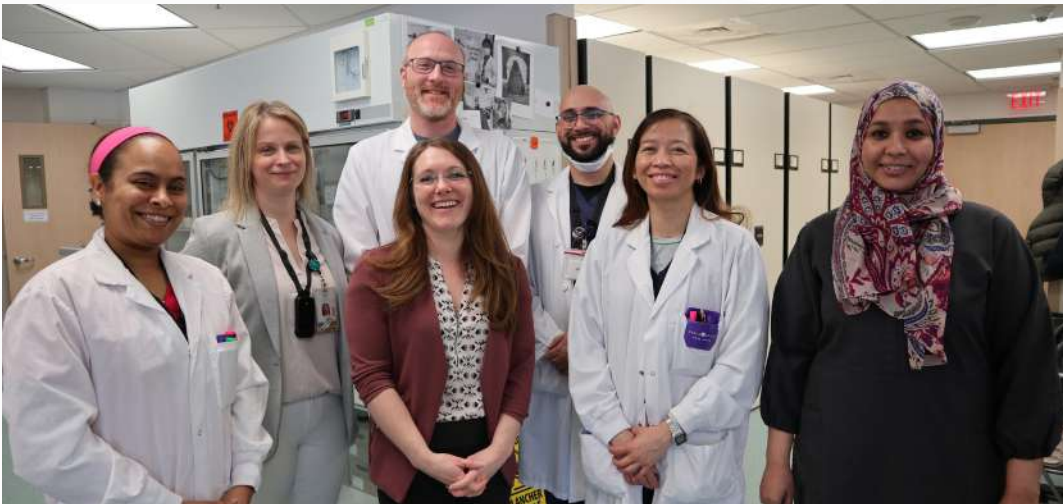
Excess of Revenue over Expenses (Expenses over Revenue) for the year \$ (2,299,822)

Excess of Revenue over Expenses (Expenses over Revenue) for the year \$ 1,801,866

2024/2025 | SLMHC at a Glance

Sioux Lookout Meno Ya Win Health Centre delivered its first newborn of 2025!

Pikangikum First Nation residents Ricquel Strang and Aidan Keeper welcomed their son, Matthew Luca Strang Keeper, on January 1 at 7:32 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, 2024.



SLMHC, alongside the Municipality of Sioux Lookout and the SLMHC Foundation, was excited and honoured to announce the Ontario government is investing up to \$8.1 million to build a state-of-the-art Magnetic Resonance Imaging (MRI) suite in Sioux Lookout, supporting the first MRI machine in Sioux Lookout!

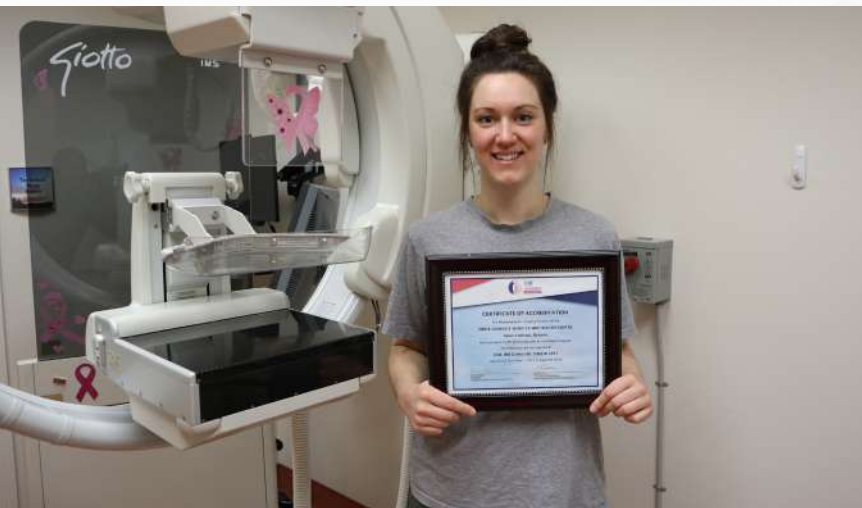
The investment allows SLMHC to renovate approximately 1,900 square feet for a new state-of-the-art MRI suite to house the MRI machine.

SLMHC celebrated the official grand opening of the Sioux Lookout Rapid Access Addictions Medicine (RAAM) Clinic on April 7. Dean Osmond, SLMHC President and CEO; Justin Bell, SLMHC Chief of Mental Health and Addictions; and Kathy Loon, SLMHC Vice President of Indigenous Services, Diversity, Equity and Inclusion cut the ribbon to symbolize the official grand opening.





SLMHC hosted it's ECU Christmas Party on Dec. 10, 2024. 80 people, including guests and residents, celebrated with us. It was a team effort by staff, volunteers and guests who made this event possible!



SLMHC is proud to share that our Mammography Unit earned the Canadian Association of Radiologists - Mammography Accreditation Program (CAR-MAP) accreditation! SLMHC is dedicated to medical imaging excellence in patient care through detailed quality control.

SLMHC celebrated our Baby-Friendly Initiative (BFI) Recognition!

SLMHC meets the criteria for 8 of the 10 BFI Steps to Successful Breastfeeding, which led to being awarded Silver Status!

SLMHC promotes a philosophy and practice of maternal-infant care that advocates breastfeeding.





In what has been a three-year journey from 2021 to 2024, SLMHC is proud to announce that it has achieved Best Practice Spotlight Organization (BPSO) designation through the Registered Nurses' Association of Ontario (RNAO).

Having already achieved similar BPSO status at the William A. "Bill" George Extended Care Facility in April 2019, it underlines the value this designation offers in patient care and speaks to the continued growth and development of health care at SLMHC. Achieving BPSO Designation means that our patients can be even more assured that the care they receive is one that meets the standards of excellence that SLMHC strives for daily.



By the Numbers | 2024-2025



2,476
Inpatient admissions



288
Full-Time Employees

135
Part-time & Casual Employees

127
New Hires



228,419
Specimens Processed in our Laboratory

3,142,500
Total Tests Processed in our Laboratory



1,323
Mammography Screenings

5,457
CT Exams

8,821
X-Ray Exams



107,001
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, 2024.



243
Babies
Born at SLMHC



22,411
Emergency
Department
Visits



99,742
Meals
Cooked



575,813
Pounds of
Laundry
Washed

Message from the SLMHC FOUNDATION

It was an incredible year for the SLMHC Foundation. In 2024, we saw an outpouring of support from near and far via donations, pledges and through our participation in the Split the Pot Lottery. To date, our role as a hospital partner in this growing Ontario wide lottery has resulted in a total of almost \$30,000 in disbursement proceeds to our Foundation and local healthcare. We have again committed to being a hospital partner for this amazing program for 2025. Split the Pot Lottery offers a variety of benefits to supporters and our hospital alike - an increased number of winners with multiple early bird opportunities and amplified monthly jackpots, 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 and click "Split the Pot".

Significant movement was also experienced within the Foundation's MRI Campaign. 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. Since its inception, this campaign has raised over \$2.5 million. In January 2025, the provincial government of Ontario announced an investment of up to \$8.1 million to build a state-of-the art Magnetic Resonance Imaging (MRI) suite at SLMHC, supporting the first MRI machine in Sioux Lookout. In addition to the MRI the scanner and supporting equipment being the

responsibility of SLMHC, the hospital's CT Scan Machine and Mammography Unit are both nearing end of life. This means that the Foundation's efforts to raise money will remain ongoing and future funds raised will continue to be directed to the Equipment Fund.

The Sioux Lookout Meno Ya win Health Centre Foundation is pleased to announce that the thirteenth annual Skip to Equip Event raised a record breaking \$160,000.00 in the fall of 2024. 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. November 7 through 9, 2025 will see the 14th annual event themed "Hats Off to Giving" at the Sioux Lookout Golf and Curling Club, so be sure to mark your calendars.

For more information or to make a donation, please contact the foundation office at 807-737-7997 or email foundation@slmhc.on.ca. We are profoundly grateful to the many donors who contribute through the year, be they individuals and families, local businesses, community groups and national corporations. Without your support we would not be able to continue to purchase much needed equipment for our hospital.

Rob McClendon
President, SLMHC Foundation



SLMHC Foundation Board of Directors

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

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.