

SAULT AREA
HOSPITAL

ANNUAL GENERAL MEETING REPORTS

Exceptional people working together to provide outstanding care in Algoma.

2019

Chief of Staff Report: Dr. Silvana Spadafora

I am at now at the completion of my third year as Chief of Staff at Sault Area Hospital. Through this cycle, the Medical Advisory Committee (MAC) with our Chiefs completed the work required of them.

We started this cycle, expecting the challenge of implementation of ONE, our new MEDITECH Expanse Electronic Medical Record in partnership with 2 other northern Ontario partner sites. We were not expecting that the lessons learned and the teams built during the ONE implementation would help us navigate our response to the COVID-19 pandemic. MAC not only approved hundreds of directives and policies specifically for the ONE implementation and our usual directives and policies required for the day-to-day operations of our hospital but also for the COVID-19 pandemic. Sue Roger and her group are valuable partners in this work.

Since my last report, we have successfully recruited to many areas within our physician groups throughout the hospital. MAC Chiefs have completed our refresh of our Medical Manpower Resource Plan which was tabled to the Board in 2016 and reflected our needs projected to 2021. Our ongoing refresh of this plan requires engagement of the programs and services to align our recruitment to our hospital and community needs, recognizing our unique patient and provider demographics. MAC, through our recruitment work, partners with our Mayor and CAO, our hospital and community stakeholders such as the Group Health Centre as we pursue new recruits and we explore new service models for care delivery with our new physicians. I am happy to report our physician leaders continue to support me and MAC as we rise to this challenge each time. Tied to the activity of recruitment is the work of our Credentialing Committee, a sub-committee of our MAC. This year, we have again credentialed over 300 physicians to work with our hospital. This process is a year round process, which starts in October and is complete by cycle end in June. This work cannot be set aside, even in the time of pandemic and I want to thank Lydia Foster, our trusted coordinator and Dr. Doug Woolner who has stepped down as chair of this Committee after many years of service for their ongoing commitment and dedication to this important work for our MAC.

Our other MAC Sub Committees have met regularly over the last cycle to ensure safe delivery of care; this includes our Pharmacy and Therapeutics Committee, our Infection Control Committee which took centre stage during our pandemic response, our partnership with University Health

Network for our Transfusion Committee and our ongoing collaboration with our previous Health Records Committee members as we transition to our new model post implementation of the ONE. I wish to acknowledge Dr. James Curran, Dr. Lucas Castellani, Lee Marcoux, Dr. Derek Garniss and our lab staff for their ongoing work on behalf of our committees and our hospital. Exciting to our MAC and to our Medical Staff Association is our partnership with Medical Affairs and SAH in the formation of our Professional Staff Wellness Committee which has become a standing sub-committee to our MAC. Drs. Stephen Smith, Christa Casselman, Matt Solomon and Paisley Trusdale, in partnership with Kim Lemay, have been essential to this work. We are one of the first hospitals in Canada that has been able to accomplish this and I believe that these individuals are a large factor in this success. This reflects our commitment to partner with SAH as we prioritize wellness for all of our staff as they work to deliver safe quality care as close to home as is safely possible.

Medical Professional Leadership Development is a personal area of interest for me and we see our physicians and professional staff practicing their learnings, especially in the times of stressful challenges which both our ONE implementation and the COVID-19 pandemic provided. I wish to thank Dr. Andy Webb and Wendy Hansson for their support throughout this time, as well as Rhonda Hurley and Ila Watson and her group who undertake parts of this work.

Much work remains to be done and our upcoming cycle for MAC will be exciting as well as challenging as we proceed through our next cycle. We have recruited some new and some returning Chiefs for our new cycle. We will continue to work as we better understand this new disease of COVID-19 and how it will change the way we deliver our care. The ONE implementation will now incorporate more of our NE partners as we complete full implementation of MEDITECH Expanse across the north.

Chief Executive Officer Report: Wendy Hansson

Good afternoon members, colleagues and honored guests. It is my pleasure to deliver my first AGM CEO Report. As I approach the conclusion of my first year at Sault Area Hospital, it has been rewarding to reflect on the progress we have made, what we have accomplished and more recently, what challenges we have overcome.

People, partnerships and providing quality care were all key areas of focus throughout the year.

As we came together late last year as a newly formed team, a priority that we reaffirmed was ensuring an unrelenting focus on people – our staff, our physicians, our volunteers, our partners and most importantly our patients and families. Throughout the year, we continued to find ways to connect with our teams and receive their input and ideas on how we can improve. Our focus on engagement and involvement of our people will continue to create the conditions that make SAH a great place to work and ensuring we all feel great pride in what we do every day -- helping our patients and community stay safe, healthy and thrive.

Our Patient and Family Advisory program is a shining light. Our patient –family advisory councils remain strong and we increased the number of advisors, growing to over 80 members. How does this help? This ensures the voice of patients is prevalent in all of our work and keeps us centered on our purpose.

–Do you know how many volunteers we have at SAH? We have an astounding 530 people that are dedicated to giving and being of service to the community. This is a remarkable accomplishment for a community our size. It’s incredible to note that a number of volunteers have over 40 years of service to the hospital, and one team member that has been giving of her time for over 55 years. Thank you to all of you for your commitment – we don’t succeed without you!

Change is part of any organization. I am so proud and pleased to say that many talented and skilled individuals joined SAH over the past year. We have had new leaders, physicians, and staff join our organization, including the hiring of over 173 new staff comprised of 69 nurses, 32 allied health professionals and 72 support team members and leaders. These new hires make us stronger and help us grow.

The health of our all our care providers and our patients is paramount to all that we do. Our Healthy, Well and Safe Strategy was a focus and involved in depth consultation with our staff, physicians, volunteers and patients ensuring our actions reflect what truly matters to all of our people. Work to improve our absence management and respectful workplace programs is underway, as well as the initiation of employee and physician wellness committees.

Partnerships played a key role in 2019-20. The Ministry of Health continued to move forward on its mandate to create a new way of organizing and delivering care that is less fragmented, more patient-focused and more connected to patients in their local communities through the creation of Ontario Health Teams.

In the spring of 2019, SAH in partnership with 18 local healthcare organizations came together to submit a self-assessment to the Ministry of Health, signaling our desire to become an Ontario Health Team. Why is this important? Through the creation of a shared vision, we have brought 18 organizations together to collaborate and build solutions to ensure we are united in our goal to work as one team to improve the health of our community. Last summer, the Algoma OHT was one of 31 teams selected out of over 150 self-assessments that were invited by the Ministry of Health to submit a full application. The government has provided positive signals that our application is well underway towards official designation.

Our OHT has been very active and as a first priority, is focused on improvements to seniors care, as well as people with chronic and complex health conditions. We are very proud of the extensive and strong, trusted relationships we have built with our partners from across the health and social sectors – as it is only by working together that we will be able to tackle the complex health challenges facing our community.

We have made progress on our application to develop 128 long term care beds – a Ministry licensing process to which there are many stages. The final plan will better serve seniors of our community, while addressing capacity issues at SAH. Having more long term care beds will ensure the frail elderly will have better access to the right care space and care team in a timely way, instead of waiting in an acute care bed. This will ensure better outcomes and quality of life for our seniors.

Fostering and developing future health care professionals within our community and Algoma is paramount to our future. With this in mind, we have forged stronger alliances with our academic research partners, specifically the Northern Ontario School of Medicine, Algoma University and Sault College. Why have we strengthened our ties with these educational institutions? We want to ensure we have people educated and trained in our community so that they can have long-term fulfilling health care careers at SAH and build their lives and families in Algoma. In addition, it goes without saying that the opioid crisis is a serious issue for our city and mental health and addictions is a key area of focus for us. We are coming together with these schools to build a vision that will focus on educating learners and bring forward new bodies of knowledge in the area of mental health and addictions. This will help us build a sustained workforce and bring new evidence-based solutions to tackle this crisis.

A unique strength of our collaborative approach involves Indigenous leaders and communities with the intent to create a holistic approach to mental illness and addictions by integrating Indigenous knowledge with western science.

It is important to note that while the challenges in mental health and addiction remain, we have made progress in care delivery for this population. Here are some highlights:

- We increased the number of Rapid Access to Addictions Medicine sites and now have 4 spoke sites in locations throughout Algoma that we support.
- A new service of nurse-supported withdrawal management was introduced.
- An addictions medicine consult team was initiated to build linkages with inpatient and emergency department services, withdrawal management and community based addictions services.

A pilot project for Concurrent Day & Evening Treatment Services is being introduced, which provides a structured program of treatment for those severely impacted by mental and substance abuse disorders. The sum total of these initiatives, alongside our residential services and acute medical beds, will support the continuum of care and services to those in our community with significant withdrawal needs and addictions.

Demand for cardiac services continues to grow. Our overriding philosophy is to provide care closer to home where possible. In partnership with St. Michael's Hospital and the efforts of our skilled SAH teams, we were able to treat 352 patients for Percutaneous Coronary Interventions (PCI) who otherwise would have received care outside Algoma and away from home and their loved ones. As well, last year 1,000 patients underwent diagnostic cardiac catheterization. Our Cardiac Program met 100% of the Accreditation standards and our excellence in patient care and service continues to advance our capital application to the Ministry to build a second Cath lab at SAH.

One of the largest and most significant accomplishments in our organizations history was achieved last fall, when SAH, along with North Bay Regional Health Centre and West Parry Sound Health Centre, went live with the ONE initiative, achieving Healthcare Information and Management Systems or HIMSS level 6 functionality. What is the benefit of the ONE? This regional partnership with the vision of -- ONE Person, ONE Record, ONE System -- affords us access to a common shared electronic medical record. The new EMR allows for better clinical workflows, reduced errors in ordering of tests and closed loop medication which improve care delivery and reduce medication errors.

Implementing the system was two years in the making and involved the building of over 300 standardized evidence-based clinical order sets and 400 nursing and allied health assessments tools by our clinical leaders prior to the launch. This was truly an incredible accomplishment! ONE partners, MEDITECH and Healthtech, reported that our launch was one of the best they have ever witnessed. We continue to work to improve and optimize the system and are looking ahead to future phases of work that will support our ambulatory care services.

All of this brings us to the present. SAH, along with all health care organizations and the global community are facing an unprecedented challenge with COVID 19. This crisis has forced us to rapidly respond to an ever- changing environment. We have had to rethink, reevaluate and reimagine absolutely everything we do in order to safeguard the health and wellbeing our staff, patients and community. I am so proud and inspired by the way our team has come together working countless hours under extremely stressful conditions to address this crisis.

At the end of this fiscal year, today, and as we step into the unknown future of this virus, our SAH staff, physicians, leaders and community at large, have rallied to face this challenge together. We introduced a robust Assessment Centre from concept to design to launch in three days, which as of today has fielded a total of 15,200 phone calls and completed over 3,000 COVID-19 tests. We developed and implemented a complex multi-staged surge plan starting from a patients' presentation to emergency department; a full redesign of our hospital and related processes into COVID-19 and non-COVID-19 zones; to the building of a field hospital within a matter of weeks. We led in the north in launching in house COVID-19 lab testing and were one of 3 northern hospitals accredited. Our staff were unrelenting in their attention to detail and laser focus on the safety of our health care workers and the patients/families that we serve. We continue to learn as we move through the pandemic phases and have adapted to the daily and weekly provincial new directives.

All throughout, SAH has been a strong partner and leader in the local community and at numerous regional and provincial tables. This is the embodiment of teamwork and health care at its finest.

We benefit from a very engaged skills-based Board of Directors. In particular, I take this opportunity to recognize Reg St. Amour, who stepped down as Board chair late last year, for his commitment and contributions to SAH. We also express our sincere thanks to Sharon Kirkpatrick as she stepped in to fill the Chair's role. We have been appreciative of Sharon's gracious and generous sharing of her time, knowledge and steady hand over the past many months and particularly during these uncharted times in health care facing a global pandemic.

I wish to thank as well, the Sault Area Hospital Foundation for their unwavering support and commitment to raise much-needed funds. It is not the easiest job to raise money – but they do it - with passion, energy and drive. Those funds are vital to our staff and to the delivery of care to our patients.

Thank you to our all our physicians and staff across our organization. While each person’s role is unique, everyone is instrumental in the provision of outstanding care to our patients. Their unrelenting commitment to our patients and each other, combined with their compassion and strive for excellence, is inspiring to us all each and every day.

And thank you to the Senior Leadership Team and Medical Advisory Committee, for your warm welcome and patience as you on-boarded a new President and CEO. You have become close trusted colleagues and friends, and I am privileged to be working with all of you.

I am proud of what we’ve accomplished to date and very much excited for the future. If COVID-19 has taught us anything, it has given us the confidence to know that we can do anything, rise to any challenge and overcome any obstacles, while remaining true to who we are, and remembering always, why we are here and who we serve.

Thank you for allowing me to share this report with you.

Board Chair Report: Sharon Kirkpatrick

As the Chair of the Board of Directors for the Sault Area Hospital, I am pleased to present to you my Board Chair's report for the fiscal year April 1st 2019 to the end of March 2020.

Today's annual general meeting allows us to:

- mark the end of the fiscal year and the board cycle, in terms of regular board and committee meetings
- reflect on the accomplishments of the fiscal year
- conduct general business such as board member renewal and elections, and
- think about the areas where we want to continue to focus on and improve and the challenges that are ahead of us

Dr. Spadafora and Wendy have highlighted the many significant accomplishments of the past fiscal year and I couldn't possibly add to the great job they did. I will say however, whenever we talk about accomplishments they both immediately deflect and stress they cannot do what they do without the support of the senior leadership team, the Medical Advisory Committee and so many others. I will say on behalf of the board thank you, Silvana and Wendy, for the many accomplishments and the leadership you provide to our staff and physicians every day and thank you to everyone you mentioned when you spoke about the many significant accomplishments. You are proud of your accomplishments and so are we!

When thanking individuals, I always worry about forgetting someone so I'll apologize now if I forget anyone. The board can't do what we do without the support of a number of individuals as well. We are fortunate to have Wendy as President and CEO, Silvana as Chief of Staff and Chair of the Medical Advisory Committee, Sue Roger as Chief Nursing Executive, and Drs. Steven Smith and Matt Solomon, as President and Vice President of the Medical Staff Association who, by virtue of their positions, sit on the board. Wendy, Silvana, Sue, Steve and Matt, all of you sit on our board as ex officio directors so we can hear your perspective and our board couldn't fulfil our oversight role without you so on behalf of the board, thank you. I encourage you to fully engage in every board discussion in the future so you can fulfil your role as ex officio directors on our board and your perspective can help all of us fulfil our role. Thank you to Brandy as well who is consistently present at our board meetings and helps us get our messages out to our staff, physicians, volunteers and the public.

As a board, we do a lot of our work through our committees and there are a number of individuals who support our committees. Our senior leadership team partner with our board committee leads and administrative assistants support our committees so thank you Ila, Sue, Andy and Lil for your leadership and thank you Jennifer, Alison and Patti for the support you give our committees. You do your work quietly but we all know how important you and the work you do are to the success of our committees. We also have Administrative and Medical Directors who come to our Quality & Service committee and present the great work their teams are accountable for so thank you Dr. Berry, Rhonda, Laura, Karen, Mindy, Kirsten, Lisa, Amanda, Shauna and Lee. And thank you Greg, Kim and Ed for the support you give to the Resources Committee. Our committees and our board could not fulfil our mandate without each and every one of you.

I want to say a few more words about the newest member to the Sault Area Hospital, our President and CEO, Wendy Hansson. Wendy returned to Sault Ste. Marie, her home town, and joined our hospital shortly after last year's annual meeting. In a very short period of time, she was all over the hospital and at offsite locations, introducing herself to our staff, volunteers and physicians. She met with community partners, partners from other cities, elected officials and so many more groups and individuals. She quickly learned about the Sault Area Hospital and became immersed in ONE, OHT, PCI, our strategic plan to name a few. When I asked Wendy how she could meet with so many individuals and learn about the Sault Area Hospital in such a short period of time, she said it was because of the great work the leadership teams did before her arrival. So again, I would like to thank the leadership teams for the work that went on in advance of Wendy's arrival and for your support of Wendy. In particular, I would like to thank Ila Watson, who was our Interim CEO for about 7 months prior to Wendy's arrival.

And finally, I would also like to acknowledge the dedication and efforts of the entire Board of Directors who volunteered their time not only for board meeting and committee meetings, but for education sessions, retreat planning and interviewing candidates for board vacancies and community member positions.

Healthcare is complex and I know when you come to the meetings prepared, you've spent many hours reading the material to understand the topics being discussed and you often need to search DocuShare or search outside of Sault Area Hospital documents to find additional information. Carrying out our role as a Board is not possible without the dedication and effort of the entire Board who volunteers its time and expertise in support of our oversight role. Tonight, I want to take the opportunity to thank each of you for

making sure the Sault Area Hospital continues its journey towards its vision of outstanding partner, outstanding care. Your dedication to the hours of work and your willingness to answer the call for giving more of yourself year after year is truly appreciated.

Thank you to the members of the Governance Committee Greg, Jim, Mario, Silvana and Wendy and Committee Chairs and Vice Chairs Jim, Mario, Lisa, Bill, Trevor and Roger. In addition to being a board member, you gave a lot of your time to keep the work of the board on schedule.

To our retiring Board members Bill Kerr, Debbie Romani and Greg Peres, I want to thank you for your years of service. Your experience and leadership will be missed. You are the most senior leaders on our board and when you leave, you will be leaving behind a board with 5 new members and the majority of the remaining board with two years' experience or less. There is no doubt in my mind we have a huge challenge ahead of us, however, in the last few years and again this past year we made it a board priority to ensure we had a strong recruitment focus to find individuals to fill our board vacancies with diverse skills and skills that complement and strengthen the current board. Thank you to Mario, Johanne and Kevin who were on the board recruitment committee and helped us with our commitment to ensure we have succession and proper oversight for the Sault Area Hospital for many years to come. I am optimistic we can and will rise to the challenge that is ahead of us.

As important as board recruitment is, I can't help but think about all the experience and leadership skills we are losing with Bill, Debbie and Greg's departure from our board. But I know we can't focus on what we are losing. Instead, we need to focus on what Bill, Debbie and Greg are leaving behind. I could probably list so many things each of our retiring directors has made significant contributions to in the many years they have been on the board. Many have been in the successes highlighted tonight by Silvana and Wendy. But, they have also made significant contributions to; our strategic plan, goals and direction; our framework of performance oversight; our financial conditions and resources; enterprise risk management; the hiring of our CEO and COS; and, implementing the governance structures and processes we currently have in place. However, for tonight, I want to focus on what we, as a board, are first and foremost responsible for - the vision, mission and values of the Sault Area Hospital. And as Bill, Debbie and Greg leave, they leave us with a vision of Trusted Partner, Outstanding Care; a mission of Exceptional people working together to provide outstanding care in Algoma; and values of integrity, compassion, collaboration & partnership, accountability, respect and excellence.

As the governing body of the Sault Area Hospital we need to continuously remind ourselves and each other that we are accountable for ensuring the decisions we make and the way we conduct ourselves align with the mission, vision and values at all times. We must continuously remind ourselves that as a governing body we lead in protecting the culture and setting the tone at the top. We can't take this lightly and as leaders of the organization we must hold ourselves and each other accountable. We need to be exemplary. If we can consistently ensure the decisions we make and the way we conduct ourselves align with the mission, vision and values, what we don't have in experience we will more than make up for in mindset and will ensure the ongoing success of our hospital.

Healthcare will always be changing and every year at this time, we talk about how much change we experienced in the past year. This past year - a new board chair, a new CEO, a new Chief Nursing Executive and new board members as well as new partnerships and COVID-19 that changed every process in our hospital. There is no question what we said every year about the amount of change we experienced and what we are saying now is true. However, with what we already know about fiscal year 2020/21, from what we have experienced in April, May and June, we will be facing an unprecedented year yet again for the amount of change. But change is opportunity and I look forward to the year ahead with all the opportunity it brings to continue our journey towards achieving our mission and vision and aligning all of our work to our values.

Thank you.