

SAULT AREA  
HOSPITAL

# ANNUAL GENERAL MEETING REPORTS

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Exceptional people working together to provide outstanding care in Algoma.

# 2022

# Chief of Staff Report: Dr. Silvana Spadafora

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Thank you for this opportunity to acknowledge our work at the Medical Advisory Committee; with our 6 sub committees, we met regularly during this cycle to assist our professional staff in delivery of our care. I often reflect how personal the work is for many of us, as we care for our neighbours, our school friends, our family: this serves as motivation for many of us to bring our best each day.

COVID continues to be an important presence in our work: we learned many lessons during the early moments of our pandemic (e.g. providing care virtually, appropriate PPE use and use of tools such as vaccinations to protect our staff and patients). All these lessons have assisted us in continuing to tackle the work required for providing the ongoing care of our patients during the pandemic while keeping ourselves and our patients safe.

Our MAC's continued focus on credentialing of the professional staff assists us in being able to continue to provide our care. I have repeatedly thanked our professional staff for their dedication in coming to work each and every day, whether it is virtually or in person, after a few minutes drive or many hours of flights. With over 130 active/associate staff and many more as supportive and term staff, this important work which we dutifully undertake for the board remains our important work.

Despite the distractions of COVID, we have successfully been able to continue to participate in and lead important quality initiatives, which ultimately will improve the care we provide at the bedside of our patients throughout our institution, in Diagnostic imaging, in Surgery and in all parts of our hospital.

We will use this summer break to undertake the preparatory work required to deliver again next cycle. I will launch this next cycle as Chief of Staff and I look forward to be able to pass along the baton so to speak to a colleague who will be

able to lead our MAC in our daily work to ensure quality care for our patients and for our community.

In my last report to the AGM, thank you to the Board for the privilege of undertaking this role as Chief of Staff. Thank you to our Senior Leader team, Ila Watson, Sue Rogers, Dr. Andy Webb, Lil Silvano and Jennifer Doyle, without whom much of this work could not be delivered by me or the MAC. Thank you to our MAC and the chairs of our various sub committees, too many for me to name, for their ongoing patience with me as I continued to ask so much of them. They delivered and so it was hard for me not to expect so much from them. Thank you to Medical Staff Association Executive, Dr. Christa Cassalman, Dr. Jim Boseovski, Dr. Matt Solomon, Dr. Lorraine Sharp, for their partnership in many initiatives which have kept our professional staff engaged, and safe. Thank you to my 'office partners', Rhonda Hurley, and Dr. James Chan who with Robin Wilson, Stephanie Leask, Lydia Foster and Tammy Ryan have been able to make hard work, often unseen and often unaccounted appear easy and I know and MAC knows that our work could not be completed without their hard work and dedication. Last, but never least, thank you to Alison Pook: as my administrative office partner, she has kept me sane through these many years and she makes my work life as Chief of Staff enjoyable. No matter the challenge, she has always known how to help me find a solution. Thank you Alison.

## President & Chief Executive Officer: Ila Watson

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I am pleased to provide my report as President and CEO. It is a position I feel very privileged to hold and I am extremely proud of the work of our organization during the past year.

In future years, when we in health care reflect back on these times, I believe that the kinds of things that will stand out in our memories include how well we did with our pandemic response. When I say 'we', I mean Sault Area Hospital, our health partners in the region, and very importantly, the very strong support we have had from the community. We have a lot to be proud of and many reasons to give thanks.

The other thing I think will be a source of reflection is how so many of our usual life events were impacted – especially celebrations, milestones and times when being together would have helped. We have witnessed and supported patients, and one another, during difficult times. Losing a loved one is so difficult at any time – and much more difficult during the pandemic, where the opportunity for people to spend time together was often not possible. Not having the same opportunity to be together to support a loved one on their journey, not being able to grieve together, to have gatherings intended to help one another say goodbye, receiving news of a loved one's passing from a distance – are things many of us have had to experience or have had to witness or support as part of our work.

These are the kinds of things we will remember about these times, and I thank the wonderful people in our organization who have demonstrated tremendous resilience and compassion for our patients, families and one another.

Having assumed the role of President and CEO at the start of the Board cycle in September, I had the opportunity to contribute to the governance priorities for this cycle.

I am very proud that we have a Strategic Plan 2022-2025. We were able, as a hospital, to maintain a focus on planning for the future whereas many organizations currently consider this a deficit. Our new strategic plan responds to the updated Patient, Family and Caregiver Perspective about what they want us to work on, and reflects insights from considerable internal and external consultation. I am proud that in this plan, we make a commitment to Diversity, Equity and Inclusion with an initial focus on Indigenous Health. Our commitment to compassionate, person-centred care, a quality, safe and supportive environment in which to practice, and continuing to accelerate the types of partnership work that have served us well in recent times will all move us toward our vision.

One of the significant achievements this year is the hospital's commitment, as one of three founding hospitals, to participate in a shared electronic medical record among all 23 hospitals in Northeastern Ontario.

Based on numerous years of hard work, advocacy and collaboration, we look forward to preparing to provide care in the new Residential Withdrawal Management Facility in the coming months.

Though the pandemic years have meant significant changes to our operations and to funding, we know we need to maintain our focus on ensuring we have sustainable operations for the long term and that we are getting value for money at all times. We have committed to and are working on specific initiatives to ensure we have the appropriate people resources, to address sick time and overtime and to improve length of stay.

I extend my thanks to the leadership team at SAH. I am proud to work with such a talented and committed group of people. From emerging leaders to those who are well-seasoned, I thank you for your willingness, ingenuity and commitment to collaboration and continuous learning. I especially thank the Senior Leadership Team: Lil Silvano, Sue Roger, Dr. Andy Webb and Dr. Silvana Spadafora. Executive

Assistants Patti Armstrong, Jennifer Doyle and Alison Pook are also commended for the excellent work to support the Board and its Committees, Senior Leadership Team, Medical Advisory Committee and other tables.

I take this opportunity to recognize Sharon Kirkpatrick, as she is concluding her role as SAH Board Chair. Sharon – you have served in an exceptionally dedicated manner.

On a more personal note, I am deeply grateful for the Board of Directors, many partners and members of the community who have provided me with expressions of support, encouragement and important teachings as I have taken on the role of President and CEO.

# Board Chair Report: Sharon Kirkpatrick

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I am pleased to present my report as Board Chair. I am extremely proud of the significant accomplishments of the past fiscal year and the work of the Board during this time. While there are 8 primary functions which should be performed by hospital Boards, I'd like to focus on some of the primary functions that were identified as Board priorities or were key Board initiatives this past year.

Under the primary function *Approve Strategic Goals and Direction* our Board approved our 2022-2025 Strategic Plan that will provide direction to the organization for the next three years. Ila Watson spoke about the significance of the strategic plan for our organization as well.

Under the two primary functions *Overseeing Quality (Care) and Overseeing Financial Conditions and Resources* our Board oversaw the implementation of: the *2021/22 Quality Improvement Plan*; the recommendations from the *SAH Efficiency and Operations Review*; and, the *2021/22 Operating Plan*. We also monitored the results of the hospital indicators and metrics and through all of this work we saw a number of targets and guiding bands that were achieved, improvements made in others and a balanced budget delivered. We approved: the 2022-23 Quality Improvement, Operating and Capital Plans; a shared electronic medical record among all 23 hospitals in Northeastern Ontario; a new Residential Withdrawal Management Facility; and, reviewed a three year financial plan. All this work will continue to drive further improvements in the quality of care we deliver and in our financial conditions.

Under the primary function supervising leadership, we hired a new CEO, Ila Watson at the start of the Board cycle in September, initiated the process to hire a new COS; and, approved leadership succession plans, a CEO performance evaluation and a CEO/COS performance scorecard.

Throughout the fiscal year we have kept our eye on the longer view with approval of 3 year plans, the upcoming fiscal year with approval of upcoming year plans, and on current performance. We have accomplished this with a consistent message of what we want the organization to focus on now, in the upcoming

fiscal year and in the next three years to stabilize our operations, despite the many challenges COVID brought us and will likely bring us into the future. This will ensure the focus of the organization is aligned with the achievement of our vision -Trusted Partner. Outstanding Care. and our mission - Exceptional People Working Together to Provide Outstanding Care in Algoma.

I would like to thank our CEO, Ila Watson and our Chief of Staff (COS) Dr. Spadafora for the many accomplishments during the past year and the leadership they provide every day. And, our COS, Dr. Spadafora, is ready to “pass along the baton” as she has put it but she’s agreed to stay on as COS until we can recruit our new COS, so I want to thank Dr. Spadafora for recognizing the importance of stable leadership during difficult times and her commitment to SAH.

The board can’t do what we do without the support of:

Ila Watson,

Dr. Spadafora,

Sue Roger,

Dr. Christa Cassalman and

Dr. Jim Boseovski

who, by virtue of their positions, sit on the Board and Board committees as ex officio directors and the support of Brandy Sharp-Young who 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 Board committees: senior leaders Dr. Andy Webb, Lil Silvano and Ila Watson, who partnered with our board committee chairs Johanne Messier-Mann, Lisa Bell-Murray, Mario Turco, Trevor Rachkowski, and Brent Rankin, our Committee Vice-Chairs Mia Carella, Joe Santa-Maria, and Kevin Rusnell and our Executive assistants Jennifer Doyle, Alison Pook and Patti Armstrong; and, all the Medical Directors and (administrative) Directors who present the great work of their teams at our committee meetings. In addition, I’d

like to thank Mario Turco, Joe Santa-Maria, Mark Lepore, Ila Watson and Lil Silvano for their exceptional commitment to the committee they worked on this past year as well.

Our committees and our board could not fulfil our mandate without the support of every one of these individuals as well as our past CEO Wendy Hansson, our Medical Advisory Committee, our staff, our physicians, and our volunteers, who have all contributed to the hard work, under difficult times, to bring us all the plans and the performance reports, quality care, a balanced budget and continuous improvement initiatives.

I would also like to acknowledge the dedication and efforts of the outgoing SAH Foundation Chair, Rob Battisti, the SAH Foundation Board and staff for all the fundraising for capital so we can purchase equipment for patient care. And, finally I would like to thank the entire Board of Directors who volunteer their time and expertise, and have volunteered for committees, working groups and individual assignments, giving even more of their time and expertise, despite the many hours spent preparing for attendance at the retreats, working groups and Board and Committee meetings.

This term is the last Board term for Trevor Rachkowski, Kevin Rusnell and Mario Turco who will be leaving our Board so I want to acknowledge their years of service with SAH and thank them for their leadership as well.

We can now look forward to the summer and the new Board term and all that they will bring.