

Annual Report to Our Community

2022-2023



President and CEO Cheryl Harrison; Dr. Khaled Abdel-Razek Chief of Staff; Moreen Miller Chair, Board of Directors

The annual meeting of Muskoka Algonquin Healthcare is an opportunity to recognize the great work of our staff, credentialed staff and volunteers, and to celebrate the remarkable things we have achieved together over the past year as one organization operating two sites.

From the everyday care and compassion to our patients by incredible team members at the frontlines of healthcare to an eye to the future to reimagine our two sites through capital redevelopment, we continue to make positive strides in achieving our strategic plan.

With the guidance of the Board of Directors, the direction of the Leadership Team, each and every staff member, physician, midwife and volunteer as well as our Foundation partners, our valuable people are working together to ensure safe, high-quality care and achieve better health for everyone we serve. It is a privilege and responsibility to achieve our vision to improve the delivery of health care to our communities and to be known as an outstanding place to work, learn and live and be cared for, championed by our values of accountability, respect, optimism, leadership and engagement.

While the COVID-19 pandemic has not fully left hospitals, recovery and revitalization has been a significant focus over the past 12 months in order to return programs and services to a level that our communities are accustomed to and deserve, and continue greater efforts for tomorrow.

With an overwhelming sense of pride, we look back on 2022-2023 and the accomplishments of our teams as we further our mission to provide outstanding integrated health care to our communities and deliver best patient outcomes with exemplary standards and compassion.

Quality Care and Safety

For the second time in a row, we earned the top rating of *Accredited with Exemplary Standing* from Accreditation Canada following a four-day onsite survey at both sites in November 2022. Evaluated against 2,150 best-in-class standards of care, MAHC met 100% of all Required Organization Practices, and 99% of the accreditation program standards the organization was measured against across eight quality dimensions. Preparation for such an accreditation survey was inclusive of all staff in every department and championed by the MAHC leadership team.

Additional improvements in stroke care protocols have been implemented through the launch of the telestroke program that provides Emergency physicians immediate access to neurologists with expertise in stroke care, and standardized endovascular thrombectomy screening at both sites. More recently, we launched an after stroke peer support program with the March of Dimes for patients in hospital post-stroke.

We opened a Heart Function Clinic at the South Muskoka site for care of patients in our community with Congestive Heart Failure to provide a higher level of cardiac follow-up and care for Muskoka residents within their own community.

With donor support through the South Muskoka Hospital Foundation to acquire an endoscopic ultrasound machine, we became one of about 20 hospitals in Ontario to offer endoscopic ultrasound services at the South Muskoka site. This advanced technology combines gastrointestinal endoscopy with ultrasound imaging for non-invasive diagnosis of certain diseases using the specialized skills of one of our surgeons, and specialized staff training to offer this technology close to home.

Understanding that culturally relevant care close to home in the communities we serve is important, we collaborated with the Barrie Area Native Advisory Circle to introduce Indigenous Patient Navigator services to patients at the South Muskoka site. The Indigenous Patient Navigator acts as a supportive liaison for Indigenous patients and their families, connecting them with services while receiving care in the hospital, helping access culturally relevant care options, planning for short-term and long-term healthcare needs, and connecting with community resources.

MAHC also invested in mental health care by creating a Mental Health Navigator role that provides immediate support to patients in need in our Emergency Departments who are experiencing mental health crisis. Having a dedicated and knowledgeable mental health resource at MAHC to support patients with quick access to the care they need, system navigation and coordinated care plans has been a valuable addition to the health system in Muskoka.

Ensuring all patients discharged from hospital leave with an accurate medication list and a transcribed summary of their stay is a big part of safe transitioning from hospital to home. Through the College of Physicians and Surgeons of Ontario (CPSO) Quality Improvement Partnership program, physicians have been focused on ensuring better accuracy that supports continuity of care.

Clinical research also continues to be supported by MAHC with four additional studies approved in the past year, bringing the number of academic research studies to three dozen since 2009. New projects include five new investigators and focus on improving clinical care to cancer patients and the

unattached population. Additionally, six quality improvements studies are underway looking into readmissions, obstetrical emergencies, medication reconciliation, handover from MAHC to long-term care and emergency department presentation for local, unattached patients and those with a primary address outside of Muskoka.

People

MAHC is very fortunate to have a dedicated team of volunteer Patient Experience Partners who serve on our Patient and Family Advisory Council to provide advice and recommendations on matters where the patient perspective is vital to advancing person-centred care. Over the past year, we have onboarded six new Patient Experience Partners, growing our Patient and Family Advisory Council to 13 members with increasing participation in organizational and capital redevelopment committees, working groups and projects. They participate in emergency preparedness exercises and gather in-the-moment patient feedback through rounding, and bring their lens to policies and procedures and patient and family educational material.

The return of our Auxiliary partners has been tremendous for the patient experience and for the support they lend to our team members. Their recruitment efforts for more volunteers at each site continue and we congratulate each on important milestones in the past year. The Huntsville Hospital Auxiliary launched a new 50/50 lottery to support their fundraising activity, and the Auxiliary to South Muskoka Memorial Hospital has revived the Gift Shop operation and celebrated the 20th anniversary of the Muskoka Mocha coffee bar.

Over the past year, we hired 123 new staff to the health care team, and continue efforts to build a strong team with contemporary approaches to recruitment and retention amidst the workforce challenges of the current post-pandemic environment, including a new Housing for Healthcare program. We also welcomed seven new associate staff to MAHC with two Emergency physicians, two midwives and three family medicine colleagues. Another seven associate staff have become active physicians with full privileges, bringing our active physician complement to more than 110. As well in the last year, have provided privileges to 20 locum staff and five regional affiliates. We are proud to have also supported 72 medical learners over the course of the past year as part of their training to become physicians. We also participate in a new region-wide Health Human Resources Task Force leveraging multidisciplinary partner support to recruitment challenges.

Recognizing the value of professional development, MAHC invested \$175,000 in continuing education for our team members, which resulted in 22,500 education hours. We also introduced a new leadership essentials training program for existing and up-and-coming leaders within the organization that was a success.

Physician leadership at MAHC has expanded through integration of Quality Lead roles at each site to provide leadership on the quality of medical care across various departments and clinical service programs, and a Chief Medical Information Officer. These physician appointments have created growth for the Medical Advisory Committee, and positively contributed to information technology enhancements for physicians in our electronic health record, the success of quality improvement projects and strategic planning for quality and safety, and fundamentally for safe high-quality care.

Partnerships and Collaboration

Through an increased focus on partnerships and collaboration with the Muskoka and Area Ontario Health Team and other key peers, we have developed programs and initiatives to support health system integration and more seamless interactions and access to patient care.

With the involvement of the OHT, we expanded our eReferral platform, and we launched the Hospital to Home program with Closing the Gap to create a seamless transition for patients to leave the hospital and successfully return to their home with dedicated resources and support before, during and after their discharge.

We also marked one year of partnership in palliative care with Hospice Muskoka, celebrating the benefits of a unique agreement and funding provided through the Muskoka and Area OHT to designate five transitional care beds at Andy's House in Port Carling for MAHC patients seeking end-of-life care in a homelike environment.

The rising number of Alternate Level of Care patients is a challenge for all Ontario hospitals amidst the need for more capacity in long-term care. To improve patient flow, we partnered with Muskoka Hills Retirement Villa in Bracebridge for seven transitional care beds to relieve occupancy pressures.

Working in collaboration with Orillia Soldiers' Memorial Hospital, the Muskoka and Area Ontario Health Team and Couchiching Ontario Health Team, MAHC has also been planning for the launch of MyChart™ in July 2023. MyChart™ is a secure website developed by Sunnybrook Health Sciences Centre where patients can view their medical records such as test results, imaging reports, visit history, upcoming appointments and other health information free of charge 24 hours a day, seven days a week, anywhere in the world.

Sustainable Future

Thanks to hard work of many in the organization, we were able to finish the 2022-2023 year in a balanced budget position.

Perhaps the most exciting development this past year has been the Ford Government's support for us to advance to Stage 1.3 of the Ministry's Capital Planning Process – the stage of long-range planning where we create a Functional Program describing the programs and services MAHC will provide in the future. For the past several months, we have been proceeding with the planning for our redevelopment project that would build a new site in Huntsville on the existing land at 100 Frank Miller Drive and a new site in Bracebridge on new land through a site selection process. Reimagining local hospital care with two new hospitals in Muskoka involves extensive engagement with our staff, physicians and volunteers, patients and families, and our community at large. The work completed in this stage will result in block diagrams of the buildings and physical space needed to support the programs and services. We are excited about the opportunities ahead of us to reflect our communities' desire for hospital that reflect our Muskoka environment, are climate friendly and embrace renewable resources. How our communities will fund the local share is a key element that we continue working on collaboratively with our two hospital foundations and all of the local municipalities to support this very important project for future hospital care in Muskoka.

We also continue to invest in our aging facilities with important renovations that help us meet ever-changing standards in health care with improvements to our existing helipads, HVAC and boiler systems, patient rooms, and various nursing station upgrades to improve the infrastructure our teams rely on

today. Our focus on greater greening of our buildings continued with replacement of lighting fixtures with modern, low-energy LED lighting. The parking gate system at both sites also got an upgrade with new, modern-day technology including touch-free features and payment methods that provide convenience for our commuting public, and patients and families accessing the hospitals.

Innovation & Technology

Leveraging technology through innovative solutions is key to implementing new models of care and delivery methods. We launched SeamlessMD, a patient portal using an app, to provide remote support to a patient's surgical journey using an interactive guide to prepare for their surgery beforehand and recover faster afterwards, all from the comfort of their own home. This service has gradually expanded to include most surgical specialties at MAHC.

Together with a number of hospitals within our information network partnership, we are launching the eNautilus project to fully realize the capabilities of an integrated electronic medical record through a one patient, one record approach. We are moving away from hybrid charting and documentation and moving toward best practice clinical data management and tools with a much higher level of integration and automation. This will change the way we record the patient journey to make it streamlined, without redundancies, and easier for care providers to access and understand.

Keeping pace with advancements in technology and the need for new and replacement hospital equipment is directly supported by the outstanding work of our two Foundations, which collectively raised over \$4 million over the past year through donor giving. From wheelchairs, fetal heart monitors and transport incubators to crash carts and blanket warmers, our capital needs are in the millions year after year.

Through dedicated efforts by the South Muskoka Hospital Foundation to focus on new equipment for the surgical department at the South Muskoka site, we have equipped our surgical teams with new endoscopes, a new anaesthesia machine, and laparoscopic instruments for the operating room, among other important hospital equipment.

The Huntsville Hospital Foundation enabled us to replace the end-of-life nuclear medicine machine with a state-of-the-art SPECT-CT, an echocardiography machine and a new digital X-Ray machine at the Huntsville site.

We are also keenly planning for Muskoka's first MRI (Medical Resonance Imaging) machine that will support our stroke centre and provide access to MRI closer to home for the entire region following a provincial announcement of operating funding for Muskoka's very first MRI.

Thank You!

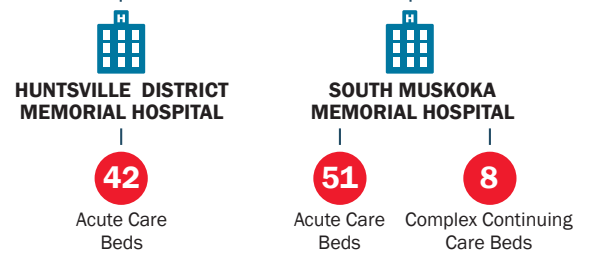
Health care in a community takes a team – many players working together from many departments and many agencies. Our “Your Care by the Numbers” report shows the remarkable activity of the past year. Our accomplishments are a credit to the hard work and dedicated efforts of entire MAHC team and our system partners, and we look forward to more achievements in the year to come.

YOUR CARE BY THE NUMBERS



MAHC provides emergency health care services and inpatient care at two hospital sites in Huntsville and Bracebridge. Patient care is also supported through a number of outpatient programs at both hospital sites and at the Almaguin Highlands Health Centre in Burk's Falls.

These statistics represent the combined activity at both MAHC sites from April 1, 2022 to March 31, 2023



<p>4,562 ADMITTED PATIENTS</p>	<p>43,514 EMERGENCY VISITS</p>	<p>8,151 SURGERIES & SCOPES</p>	<p>283 BIRTHS</p>
<p>36,153 X-RAYS</p>	<p>13,068 ULTRASOUNDS</p>	<p>16,893 CT SCANS</p>	<p>6,994 MAMMOGRAMS</p>
<p>3,709 CHEMOTHERAPY/ INFUSION CLINIC VISITS</p>	<p>3,475 DIALYSIS TREATMENTS</p>	<p>1,558 DIABETES VISITS</p>	<p>271 STROKE-RELATED PATIENTS</p>

HERE FOR YOU WHEN YOU NEED US

OPERATIONS BY THE NUMBERS



817
EMPLOYEES



112
ACTIVE PHYSICIANS



220
VOLUNTEERS



\$107 MILLION
OPERATING BUDGET



\$74 MILLION
CAPITAL NEEDS