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Message from the Chief Executive Officer....

We should all be proud of the excellent care received by all who come to the Atikokan General Hospital. Our surveys indicate a high degree of satisfaction. The professional staff is dedicated to excellence in compassionate and supportive healthcare for all those they serve.

These are challenging times and the health care system in Ontario is experiencing unprecedented change. Our population is aging, there are fiscal constraints on services, and the economy in the region is facing some uncertainties. There is an increased focus on quality, so that health care outcomes improve. Measures of performance in the Hospital and Long Term Care operations will be monitored and reported publicly on our web site. The way that our health care system is organized in our Local Health Integrated Network (LHIN) is changing to create Integrated District networks (IDN). Atikokan General Hospital will join the Riverside Health Care Facility as the new IDN of Rainy River so that services to the residents in our region can be integrated to improve access.

In January I was honored to accept the opportunity to take on the leadership role from past CEOs. Previously I worked for seven years in Sioux Lookout at the Meno Ya Win Health Center as the Corporate Vice President and the lead on the construction of their new 140,000 square foot building. My work history prior to entering health care has been in Human Resources, Organization Performance and Effectiveness. I was in various sectors including municipal government, oil sands, university, pulp and paper, and food processing and distribution (Kraft). I plan to bring this broad perspective to health care and Atikokan.

I have joined a strong team here at the Atikokan General with Kim Cross, Wayne Smith, Dr. Fotheringham and the other managers and team leads. Together with the board of directors we have created a new five year Strategic Plan that will:

1. Focus on creating a high quality of work life for staff,
2. Make progress on the capital renovation project,
3. Improve quality health outcomes, and
4. Integrate more of our services with other community health care service providers.

*Doug Moynihan, BA, MBA, CHRP
Chief Executive Officer*

2011-12

FINANCES

Financial Statement

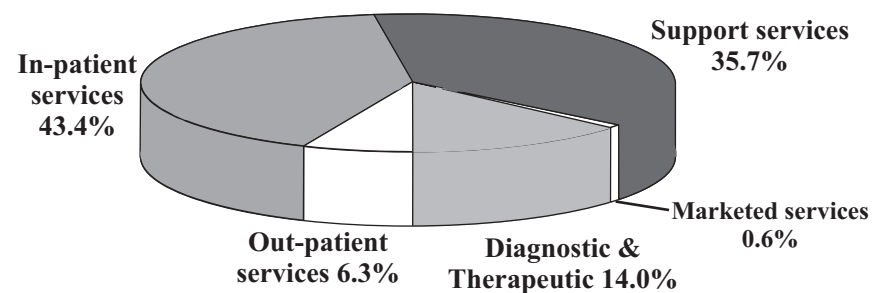
Revenue by Source	2011/12		2010/11	
Ministry of Health/LHIN funding allocation	\$	7,041,286	76.09%	\$ 6,767,792 74.95%
Other programs	\$	863,542	9.33%	\$ 814,340 9.02%
Other non-Ministry revenue				
from patient services	\$	477,106	5.16%	\$ 508,571 5.63%
Other miscellaneous revenue	\$	664,120	7.18%	\$ 716,501 7.93%
Deferred capital contributions	\$	207,916	2.25%	\$ 222,521 2.46%
Total Revenues	\$	9,253,970	100%	\$ 9,029,725 100%

Expenses by Type	2011/12		2010/11	
Salaries & Wages	\$	5,067,148	54.76%	\$ 4,740,392 52.50%
Employee benefits	\$	1,196,695	12.93%	\$ 1,146,445 12.70%
Medical staff fees	\$	104,437	1.13%	\$ 99,093 1.10%
Medical & surgical supplies	\$	142,737	1.54%	\$ 133,854 1.48%
Drugs	\$	175,068	1.89%	\$ 220,319 2.44%
Supplies & other expenses	\$	1,183,226	12.79%	\$ 1,184,321 13.12%
Bad debts	\$	(45)	0.00%	\$ 280 0.00%
Depreciation	\$	428,106	4.63%	\$ 476,030 5.27%
Other programs	\$	863,568	9.33%	\$ 816,684 9.04%
Total Expenses	\$	9,160,940	98.99%	\$ 8,817,418 97.65%

Surplus/(Deficit)	\$	93,030	1.01%	\$ 212,307 2.35%
TOTAL	\$	9,253,970	100%	\$ 9,029,725 100%

***This financial information is based on the twelve month period April 1, 2011 to March 31, 2012.*

Operating expense by type of service



Message from the Chief of Staff....

This past year has been an exciting and challenging one. There have been a number of changes in the way health care is delivered in Ontario as well as in our relatively small, but very important, part of it at Atikokan General Hospital. As has always been the case in the past, the quality of our staff and volunteers have allowed us to face these challenges positively and proactively and we often find new opportunities in it.

As Chief of Staff, my primary responsibility is for the medical staff. I am very pleased to report our complement has grown to five and a half physicians over the past year. In September, Dr. Kimberly Varty joined the medical team. Despite this being her first hospital appointment, she has grown into the job quickly, proving to be an extremely adept, conscientious, and caring physician. She has quickly made herself indispensable. The Atikokan Medical Associates recently voted to offer her a full associate status which we are very happy she has accepted. September also saw the return of Dr. Joanne Spencer from a year long sabbatical. It is good to have her back with us, reenergized after her time off. Because these doctors are both starting off with a very small roster of patients, their wait times are often substantially less than those of us who have been around during times of physician shortage. I think it is important people are made aware that it is entirely reasonable to switch their care to these physicians simply because they prefer to be able to make appointments in a timelier manner.

Recruitment and retention, as always, remains my most important priority. Dr. Milo and Dr. Varty have joined the Recruitment and Retention Committee and I look forward to hearing about their new ideas. Dr. Van Der Loo and the Atikokan Medical Associates (AMA) continue to work with Health Force Ontario to make the most of that service. Overall, we need to continue to explore innovative and effective ways to attract and retain professionals in our community. We have decided to focus much more effort on the Northern Ontario School of Medicine. It has been clearly shown, both in academic studies and in our personal experience, that people with rural origins or rural training are much more likely to stay and work in the north over the long term.

With this in mind we continue to regularly host both undergraduates and resident learners. This year the AMA has decided to support Dr. Varty in teaching an on campus class in Thunder Bay. This has proved to be an extremely effective recruitment tool for other communities. I believe

building a strongly positive image of Atikokan as a place to live and work in the minds of medical learners is perhaps the most effective recruitment tool available to us.

The past year saw the departure of longtime CEO Robert Wilson, and the start of the tenure of Doug Moynihan. While their management styles differ greatly, it has been a pleasure getting to know Doug the past six months and I have already learned a lot from him. Given the particular challenges that we are likely to face over the next few years I believe he brings an ideal set of skills to the job.

Over the past year the physicians as a group have reviewed the Medical Staff Rules and have made a number of changes. We now have a President of the Medical Staff who is elected annually and regularly attends board meetings to represent the interests of the physicians as a group. This year the position is held by Dr. Sara Van Der Loo.

I have been working with Bridget Davidson and the Regional eCredentialing Working Group to help formulate a region wide system of physician credentialing. This should not only eliminate some needless duplication of work but also make such things as ordering tests at other community hospitals much easier.

Kim Cross and I are working on a revamped ethics training program. This will be overseen by the Ethics Committee and will consist of a monthly ethics column in the Hospital staff newsletter, as well as a series of training sessions. It is our hope to not only educate staff on medical and professional ethics but to also 'demystify' this subject, as it is often presented in a way that makes it seem much more complicated than it really needs to be. Our goal is to present ethics as an integral part of everything we do as health care providers and to show that such an approach provides a clear benefit to everyone.

The hospital recently purchased a bedside ultrasound machine. On behalf of the medical staff, we would like to thank the Atikokan General Hospital Foundation for this purchase. This unit will be shared by the ultrasound department, the physicians and the nurses who will use it for bladder scanning. For physicians, as we acquire the proper training, this will provide another tool with which to help make diagnoses at the patient bedside. Perhaps the most common usage by physicians is for FAST ultrasound in trauma. Its use has become increasingly common in the emergency room setting, and provides us with a valuable tool to improve patient care. It is important to

note that when used by physicians it is only used to 'rule in' or confirm the presence of an abnormality. It cannot be used to rule out an abnormality. It does not replace our need for trained diagnostic ultrasound technicians.

We have recently begun a trial of weekly interdisciplinary rounds. These bring together all of the different disciplines involved in a patient's care with the aim of developing the best possible collaborative care plan for the patient. This is an essential part of providing optimal patient care as well as ensuring that patients are receiving care in the appropriate setting. This is an extremely important step forward for us. In parallel with this we continue to work with our community partners and sister hospitals to help ensure that existing resources are used effectively.

As I'm sure you are all aware, the coming year will likely be a difficult one financially. The government has frozen funding to hospitals. In addition, they have also imposed a funding freeze on physicians. I have reviewed the physician pay freeze and I don't believe that over the next year it will have much of an effect on us in terms of either recruitment or retention. I think that locally, perhaps, the most visible results are the rather tight restrictions of our ability to order diagnostic imaging for non-complicated back pain.

I think this situation makes it more important than ever for us to work together both within the hospital, within the community, and between communities, in order to make sure we are making the best possible use of the resources we have. One of the things that has always struck me about working in a hospital is that there are no 'easy or unimportant' jobs. Every job we have requires constant training, evaluation against standards and ongoing quality improvement, as well as the ability to adapt to frequent change. I think, now more than ever, our ability to work as a team and to recognize each other's expertise and unique contributions are what will allow us to move forward in financially difficult times.

Finally, I would like to give a special thanks to our many volunteers: board members, Foundation members, Tuck Shop volunteers, companions and all the other volunteers who give their time and money simply for the good of the community. Thank you so much, we couldn't do what we do without people like you.

*John Fotheringham, MD, CCFP
Chief of Staff*

From the Atikokan General Hospital Foundation...

2011/2012 was another exciting and rewarding year for the Hospital Foundation. Our year started off with our fourth annual *Today I'm Working for My Hospital* campaign which took place April 29, 2011. Approximately 16 businesses participated. Also this year, AGH employees contributed by holding six different fundraising events, showing their personal support for Today I'm Working for my Hospital. The 2011 campaign raised \$5,163.73, with the funds allocated for the purchase of a portable cardiac monitor for the emergency department.

We had another well attended *Celebration of Friends* event on Tuesday, December 6, 2011. Between a silent auction and mass mailing campaign, \$5,454 was raised. Highlights of the evening included guest speaker Lee Bonell from BMO Nesbitt Burns talking about Planned Giving. We had wonderful entertainment provided by Don Meilleur and Friends. Gifts of appreciation were presented to our Bronze, Silver and Gold Sponsors.

In February we received a request from Wayne Smith, the AGH Chief Nursing Officer, for \$3,800 to fund a mechanical pressure relief mattress system and \$3,713.34 for the purchase of a Spirometry system. Both requests were approved and the much needed equipment was subsequently ordered and put to good use.

The community has once again been very generous in the giving (over \$46,000 in donations in 2011/2012). Some of the donations were used to purchase a Snoozelen cart, an IV fluid warming machine and a palliative care chair, making a positive difference for our residents and patients.

Due to the generous support of our community the foundation can continue with its mission "to support the Atikokan General Hospital in meeting the health care needs of the community by providing financial support for the hospital medical equipment or improvements to the facility".

A Big Thank You goes out to all of the donors who supplied special funding for equipment purchases.

*Cheryl Fairbairn
Foundation Board Chair*

AGH Foundation sponsors, 2010-11

Gold: Ontario Power Generation (employees & pensioners, capital projects). Ontario Power Generation (capital projects fund)

Silver: Royal Canadian Legion Branch 145 Benevolent Fund, Walter Kristjanson, Linda Fraser, Walter Beyak, Robert Herrmann, Brian Bergman, Down Wash Holding Ltd.

Bronze: Joerg Bartsch, Owen Boland, Robert Wilson, Louise Clement, Ida Stewart, Kim & Lanny Cross, Tracy Gibson, Jeffrey Fiedler, Elsa Latell, St. Patrick Parish Catholic Women's League, Royal Bank of Canada.

AGH Service Awards 2011

35 Years

Judi Jarvis

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WARM GIFT Ontario Power Generation provided \$5,000 to the Atikokan General Hospital Foundation this fall for the purchase of an IV warmer. Here, Atikokan Thermal Generating Station manager Brent Boyko and AGH Foundation board members Cheryl Fairbairn (centre) and Kim Cross check out the new equipment.

AGH celebrates 60 years of care

Atikokan Progress: July 11, 2011

Atikokan General Hospital marked its 60th year in a celebration following the annual general meeting June 22.

"If that inaugural board could be here today, I'm sure they would be very proud of what we have become," said Robert Wilson, executive director of the hospital.

AGH executive secretary Linda Morelli redecorated the board room with archive material telling the hospital history, to the appreciation of the 50 or so in attendance. Atikokan was served by a Red Cross hospital until 1951, when a new facility located where the Shelter of Hope now stands was turned over to a community association, the first hospital board.

Vic Prokopchuk, then an electrician at Steep Rock Iron Mine, was one of many company employees who spent their off-duty hours working on erecting the first dedicated Atikokan hospital. (Although the Red Cross built it, it was with the understanding that the community would take over its operation.) Prokopchuk, now the chair of the AGH board, remembers that period of Atikokan's history well.

"It was almost an obsession with Pop Fotheringham [president of SRIM, and grandfather of AGH's current chief of staff] that Atikokan would not become a company town. He wanted the community to take over," he said. That pressure paid off, and is a major reason the volunteer ethic is so strong in Atikokan today.

In 1975, a new hospital was built at the current site. Sally Burns, on hand to represent MPP Bill Mauro, recalled that her father, John Pringle, was on the hospital board that made the original decision to apply for provincial support for a new hospital. (Burns, too, served on the board - 2000-01.) The extended care wing was added to the facility in 1986.

There was no shortage of connections to the 60 years worth of boards that have governed AGH. Owen Boland, who served on the board over two terms (1958-61 and 1966-69) and was its president in 1961, performed the ceremonial duties associated with the occasion, unveiling a plaque that will accompany a tree to mark the occasion. (The hospital planned to hold a planting

ceremony, but the weather did not cooperate.)

The displays included a complete list of all the board members over the decades, and it proved to be a real memory treat for many. There were at least 18 former board members on hand. In addition to Boland and Burns, they included Bob Moffat, Ron Bazinet, Bob Tutkaluk, Don Hill, Dave McAllsiter, Dennis Brown, Debi Rasinaho, Mary Makarenko, Joyce Foy, Dr. Joanne Spencer, Evelyn Ashford, Evelyn Human, Alex Broski, Earl Rodger, and

the board's longest serving member, Ruth Tutkaluk (auxiliary rep for 17 years).

Mayor Brown noted that one of the highlights of his long tenure there was finally getting the province to recognize that Atikokan was better served by directing its tax money to long-term care services here, rather than to Raincrest Home for the Aged. That change was achieved in 2005, after over 30 years of effort. AGH has banked over a million dollars in transfers from the Town since then, and will use that funding to expand the ECW.

Mary Kozyros, constituency assistant to MP John Rafferty, presented a biography of Tommy Douglas, the father of Canadian medicare, for the AGH library.

Wayne Smith, RN, head of patient care

services, and like so many of the hospital staff a veteran at the institution, served as master of ceremonies. He noted: "We have nineteen employees with 25 or more years of service, an RN with 45 years of service, and an RPN with 41 years. I think that is a testament to the dedication of staff."

His most pleasant duty was introducing the guest speaker, Evelyn Ashford. She served the hospital for over 30 years as an RN starting in the 1950s, eventually becoming head of nursing and patient care services. (She served on the AGH board too, for five years 1986-92.) She also hired Smith, and along with Evelyn Human (the other half of 'the two Evs') was largely responsible for his training.

Ashford provided a delightful walk down memory lane with her talk, and then with Prokopchuk cut the anniversary cake.



AGH UPGRADE On August 24, MPP Bill Mauro announced the province will fund the upgrade being planned by AGH over the next three years. We caught him here at the Pioneer Centre with Mayor Dennis Brown, AGH board chair Vic Prokopchuk and AGH CEO Bob Wilson

A note about donations

All money received from donations is used to purchase vital medical equipment. All donations are tax deductible. Charitable registration #85495 5705 RR 0001.

The Atikokan General Hospital Foundation periodically publishes names in the newspaper. We will respect your wishes if you do not want to have your name publicized. Please contact us at (807) 597-4215 ext.350 or via email at foundation@aghospital.on.ca, and we will respond to your request.

On-line donations can now be accepted at www.aghospital.on.ca/foundation



Owen Boland, chair of the AGH board in 1961, unveiled the plaque that was placed to mark the hospital's 60th anniversary