



# ATIKOKAN

## GENERAL HOSPITAL

### 2012-13 Annual Report



## Message from the CEO and the Chair of the Board....

It was a busy year for the Atikokan General Hospital. The 22 beds in our Long Term Care Home were fully utilized and we have a waiting list. The redevelopment proposal sent to the Ministry of Health & Long Term Care has requested an increase in the number of long term beds.

Compared to 2011, there was a 7% decrease in overall emergency department visits. One reason for the decrease was because the physicians staffed an afternoon clinic on weekdays and that took care of some of the less urgent demands. Our average length of time waiting in the emergency department for non-life threatening treatment is only 1.6 hours compared to the provincial average of 8 hours.

The Rehab Department has been able to manage a 55% increase in workload for outpatient rehabilitation services. A big recognition and thanks for managing this goes to our occupational therapist



**Atikokan General Hospital Board of Directors 2012-13**

Laura Homer, Marj Lambkin, Pat Halwachs, Lorraine Zacharias, Marlene Davidson.  
Doug Moynihan (CEO), Wayne McAndrew, Joan McIntosh, and Vic Prokopchuk.  
Missing: Brent Boyko, Jolene Wood, Dr. John Fotheringham (Chief of Staff), Dr. Sara Van Der Loo (President, medical staff), Wayne Smith (Chief Nursing Officer)

Amanda Dickson, our physiotherapist John Wright, and our rehab assistant Mohammad Islam. We experienced a 7% decrease in our acute bed occupancy from 2011 to 2012. This is an interesting statistic because even though we have a higher than average number of seniors living in Atikokan, the number requiring inpatient medical services has dropped suggesting that we have a healthy group of active seniors. In human resources we hired 19 new staff and said goodbye to 16.

Grant Pfeifer continues to do an excellent job keeping the hospital building structure and grounds in good shape. In addition to all his regular duties he is managing the project to increase the size of our water line from the town and install new pumps. This work is in preparation for the expected renovations and additions scheduled in the coming years. Later in

**Continued on page 4**

# THANK YOU • THANK YOU • THANK YOU • THANK YOU • THANK YOU • THANK YOU

Atikokan General Hospital Foundation gratefully acknowledges the following donations received between April 2012 and March 2013

## Donations made in memory of...

<p><u>Adam Cain</u> Rick &amp; Lori Cain <u>Agnes Cenerini</u> Judy &amp; Leo Lamarche <u>Alexander Jaman</u> Lorena Jaman Walter &amp; Betty Kristjanson Vic &amp; Madge Prokopchuk Ida Stewart Carol McMillen Ole &amp; Florence Dyhm Roger &amp; Doris DeGagne Betty &amp; Andy Leishman Helen Steele Alex &amp; Ethel Broski Linda Jung Frank &amp; Grace Mullner Judy &amp; Leo Lamarche Emily Salamandyk &amp; Ed Morrisette Marion &amp; John Duggan Paul &amp; Heather Hosick Henry &amp; Jean Wiersema Pioneer Center <u>Alice Yurkiw</u> Henry &amp; Jean Wiersema Dolores Carol &amp; Jim Christian Vic &amp; Madge Prokopchuk Betty &amp; Andy Leishman Martha Romanson CUPE Local 3120 Myron Yurkiw Beryl Botel Patti &amp; William Grayson <u>Ann Devulder</u> Randy &amp; Mary Makarenko <u>Anne Spilchuk</u> Ivy Angus Betty Bisset Brian &amp; Dian Webb Carol Thomson Sophie Anderson Pat &amp; Sandra Armstrong Marie Bohachewski Doreen Carragher Donna Douglass Terry &amp; Joanne Jewett Dolly Johnson Pauline Soroka Beverly Veran Wal-Mart Assoc. &amp; 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Madge Prokopchuk Betty &amp; Andy Leishman Paul &amp; Heather Hosick Monique Robinson <u>Don Alexander</u> Carol Perozak Frank Mullner Carrol Whalley Lynn &amp; Shirley Allan Brent &amp; Robin Johnson <u>Doris Brown</u> Angela Kooper Judy &amp; Leo Lamarche Krys Bednarski Cliff &amp; Carole Robinson Vic &amp; Madge Prokopchuk Dorothy &amp; Fern Lacoste Pioneer Center <u>Ed Byrne</u> Emily Salamandyk &amp; Ed Morrisette <u>Ed Wright</u> Joan Branch <u>Eileen Gibson</u> Ole &amp; Florence Dyhm Ida Stewart Betty Bisset Ted Price Hilda Shmyr Sheron Suutari Sandra &amp; Peter Halasz Derek &amp; Janice McFee Pioneer Center <u>Enrica Campagnolo</u> Tami Stinson Ida Stewart <u>Eric Natti</u> Lynn &amp; Shirley Allan <u>Esther Blanchard</u> Krys Bednarski Barbara Elizabeth Ehelebe Ernest &amp; Mary Ellen St Pierre <u>Frank McNally</u> Sylvia Brandrick Wanda McNally Lynn &amp; Shirley Allan Lou Ann Manns Walker McNally Beverley Georgeson Barb Howarth Michal Loda Cliff &amp; Carole Robinson Marjorie Jefferson Hilda Shmyr <u>Gary Human</u> Ev Human Derek &amp; 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Marjorie Niemi Anthony &amp; Barbara Ricciardi Monique Robinson <u>Margaret Thomson</u> Vic &amp; Madge Prokopchuk Ole &amp; Florence Dyhm Donald &amp; Paulina Bainbridge Ernest McKelvie Audrey Thomson Larry &amp; Betty Fontana Beryl Botel Sheryl Laverdure Julian &amp; Sandra Brunetta Gordon &amp; Jeannine Cornell Richard &amp; Carol Lyons Sheila McKelvie Agnes &amp; Lorne Swanson Ian &amp; Joan Campbell <u>Maryanne Dutka</u> Bill &amp; Gayle Dutka <u>Mel Thompson</u> Clayton Calberry Monique Robinson <u>Meta McMillan</u> Jerry &amp; Ellen Campbell <u>Michael Urbanowicz</u> Doreen Carragher Pat &amp; Sandra Armstrong Mary Wasylenki Margaret Beninger OPSEU Local 714 Anne Spilchuk Donna Rawluk <u>Michelle LaQuerre</u> Doug &amp; Marlene Hoard <u>Mike Shmyr</u> Judy &amp; Leo Lamarche Ernest &amp; Mary Ellen St Pierre Krys Bednarski Alex &amp; Ethel Broski Olive Hache Wanda McNally Mary Wasylenki Marjorie Jefferson Marie Warren Lynn &amp; Shirley Allan Pauline &amp; Largo Albert Betty Bisset Ole &amp; Florence Dyhm Susan &amp; Gary Girard Vi Wiens Walter &amp; Rose Sheeshka June Hurlen &amp; John Galeslout Ida Stewart Tami Stinson <u>Norman Steele</u> Helen Steele <u>Peter Kostaskey</u> Susan &amp; Gary Girard <u>Randy Collins</u> Barbara Elizabeth Ehelebe <u>Reid, Condie</u> Judy &amp; Leo Lamarche <u>Richard McMillen</u> Ida Stewart Linda Fraser</p>	<p>Ed and Vera Newman Carol McMillen Pat &amp; Sandra Armstrong Monique Robinson <u>Robert Faykes</u> Sheila Faykes <u>Robert Martin</u> Walter &amp; Betty Kristjanson Ken Johnson Betty &amp; Andy Leishman Ernest &amp; Mary Ellen St Pierre Vic &amp; Madge Prokopchuk Rita McBride Stewart &amp; Lori Smith <u>Rodney Docking</u> Wayne &amp; Ida Docking <u>Sally Ostrom</u> Wassy Trudeau Marlene Davidson Ed and Vera Newman Anne Spilchuk Danielle &amp; Ralph Carlson Cliff &amp; Carole Robinson Danielle &amp; Ralph Carlson Paul &amp; Heather Hosick <u>Sandra Nash</u> Monique Robinson <u>Stan Bates</u> Marjorie Lambkin Brian &amp; Nancy Allan Tracy &amp; Todd Grennier Bill &amp; Gayle Dutka Ed and Vera Newman <u>Vera Brooks</u> Ida Stewart Evelyn Ashford Donald &amp; Lorena Blair Wayne &amp; Ida Docking Eileen Dunnet Mary Dyck Katherine Grayson Ev Human Muriel McMullen Marlene Pastuck Lotte Piechota Ruth Pooley Beverly Veran Pioneer Center <u>Walter, Nash</u> Richard Kolton <u>Yvonne Gushulak</u> Grace Roy <u>AGH Payroll Donations</u> Corina Anderson Greg Armstrong Krystal Bain Krys Bednarski Jodi Blair Pauline Blair Val Bolen Jo-ann Brown John Cain Lorraine Calder Kristy Carcary Cara Chambers Maria Cornell Andrea Cross Kim Cross Mindy Cross Kim Cryderman Bridget Davidson Amanda Dickson Donna Doucette Cathy Ducharme Allison Durand Lori Farmer Rachel Gascoigne Sue Gascoigne Bonnie Goulquier Christine Grant Gerald &amp; Sue Hall Tanis Hampshire Leanne Haney Robert Herrmann Amber Horricks Shelley Hrynuk Continued on page 3</p>
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# THANK YOU • THANK YOU • THANK YOU • THANK YOU • THANK YOU • THANK YOU

# Message from the Chief of Staff....

This is my third annual report as Chief of Staff at Atikokan General Hospital. This is the first time that writing this report has actually been difficult for me. One of my most important duties is to oversee the medical staff and to ensure there is always a physician available to provide emergency services to the community. Unfortunately, that part of my job has become much more difficult over the past year. Currently we have only four full-time physicians and one part-time physician, with one physician due to go on maternity leave later this summer. There is really no other way to describe this situation as anything other than a crisis. It puts a severe strain on the medical staff in the short term and in the long term is probably unsustainable. Despite the best efforts of the physicians and the many allied health professionals who work alongside them, this situation is already having a profound impact on the delivery of health care in Atikokan.

Currently the main impact has been the increase in wait times at the clinic. This applies both to booked appointments, time spent waiting in the walk-in clinic, and paper work such as forms and other documents. While we continue to look for ways to work more efficiently, this is unlikely to improve substantially until we obtain more staffing. Thus far, thanks in large part to the dogged commitment of the clinic staff and physicians in pursuing locum physician coverage, we have been able to maintain all hospital services and to keep the emergency room open 24 hours a day, seven days a week, 365 days a year. To my knowledge the

Atikokan General Hospital emergency room has never closed and all of us are quite committed to not let that happen now.

In past years I've usually made it a point to highlight the work of some of the 'invisible' departments in the hospital because it has always been my belief providing the highest quality healthcare requires a commitment to excellence by all members of the hospital staff, and that that commitment should be recognized and acknowledged. Every single job is important and requires continual training, and a

strong commitment to continuous improvement and refinement of how the job is done. The moment I knew the hospital was really

on the right track was when our 'near miss' incident reports increased significantly in one year. This meant people had learned to see the identification of medical errors as an opportunity to learn something and to refine procedures such that similar errors could be made impossible or at least very much less likely. The point I was always trying to make was that "it takes a team to make a hospital work".

However, I have to admit recent events have proved me wrong. It doesn't take a team to make a hospital work, it takes an entire community. With very few

exceptions I've been incredibly impressed with the dignity and graciousness shown by the people of Atikokan. It really says something about the character of a town when someone who has just waited in the walk-in clinic for four hours provides you with thanks and words of encouragement rather than irritation. The first time it happened I was surprised, but now I'm just thankful to work in a town where people have such dignity and understanding. When staffing is really short and the job starts to feel overwhelming, things like that remind me why I love working here.

Similarly, when we first learned of our staffing situation and informed CEO Doug Moynihan, he suggested he would need to

**There is really no other way to describe this situation as anything other than a crisis.**

~ Chief of Staff Dr. John Fotheringham

get the funds to hire a professional recruiter, I have to admit I was not optimistic given the financial situation of the hospital and the town. Although perhaps I shouldn't have been, I was amazed when he was able to secure the funding in less than a week. My deepest thanks go out to the hospital board, the Town Council, and OPG, for recognizing the urgency of the situation and finding a way to get done what needed to be done despite the difficult times. This truly is 'the little town that could'. Thanks also to Dr. Kim Varty and the Recruitment and Retention Committee for the time and effort they put into the endeavour. I am very pleased to welcome, Brittany Freeman, our new recruiter.

Because a single group of doctors staff both the clinic and the hospital, it requires a strong working relationship between the two organizations to maintain medical services in our current situation. Every time a physician needs to cover an extra shift at the emergency department, a day of appointments at the clinic is lost. Thus I think it is appropriate to recognize the incredibly hard work the clinic staff spends finding and arranging locums, booking and rebooking appointments as locum coverage is obtained, tracking down patients on short notice when we have a cancellation so that no appointments are wasted, and in performing administrative tasks so that we can spend more time

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## • THANK YOU • THANK YOU •

Valerie Huntley  
Mohammad Islam & Nahid Anee  
Patti-Ann James  
Jennifer Johnson  
Wendy Kempf  
Jackie Kerr  
Cynthia King  
Jackie King  
Tanis Lavallee  
Jill Leduchowski  
Jane Lindsay  
Mary Ann MacDonald  
Sherri Manford  
Linda Morelli  
Holly Mosbeck  
Sandra Mosley  
Grant Pfeifer  
Diane Poirier  
Dan Richard  
Esther Richards  
Susan Sampson  
Carrie Savoie  
Liz Shine  
Wayne Smith  
Bonnie Snow  
Gary & Kim Sportak  
Ruth Sportak  
Martine Turner  
Trish Warren  
Angel Young  
Amy Zacharias  
**Celebration of Friends**  
Ivy Angus  
Pat & Sandra Armstrong  
Evelyn Ashford  
Walter & Millie Beyak  
Owen Boland  
Sylvia Brandrick  
Margaret Brasseur  
Larry & Lauren Brown  
Ralph & Marilyn Brown  
Debbie & Allan Bruyere  
Mary Byrne  
Les and Lorraine Cain  
Bill & Ruby Costello  
Kim & Lanny Cross  
Clifford & Marie Cunningham  
Henry & Margaret Cunningham  
Clifford & Pat Ducharme  
Eileen Dunnet  
Ole & Florence Dyhm  
Barbara Elizabeth Ehelebe  
Ruby Ellek  
Bill Fotheringham  
Charles & April Girard  
Gertrude Habinski

Olive Hache  
Erich & Marianne Henze  
Herbert & Vi Humpreys  
Alan & Mary Kerr  
Mark & Jody Labossiere  
Marjorie Lambkin  
Harvey & Senja Larson  
Elsa Latell  
Lou Ann Manns  
Antonio Marinaro  
Linda Morelli  
E. Salamandyk & E. Morrisette  
Ed and Vera Newman  
Dave Ogden  
Genette & Robert Paquette  
Therese Perron  
Lotte Piechota  
Carl Sander  
Hilda Shmyr  
Anne Spilchuk  
Agnes Stevens  
Fergy Wilson  
Joyce & Paul Zachary  
Wanda Zygmunt  
**Extended Care**  
Ian & Joan Campbell  
Edmund Fredrickson  
Ida Stewart  
Mary Wasylenki  
**General Donation**  
Agnes Campbell  
Ian & Joan Campbell  
Louise Clement  
Charles and Lisa Cook  
Megan Fairbairn  
Alan & Mary Kerr  
Nancy MacKay  
Jesse Manford  
Ruth Pooley  
Anne Spilchuk  
Deloris Veran  
Evelyn Veran  
Fergy Wilson  
Catholic Women's League- St. Patrick Parish  
OPG employees & pensioners trust  
Royal Bank of Canada  
Sapawe Community Waste Mgmt  
TD Bank Group  
United Way of Greater Toronto  
Welcome Wagon Ltd

On-line donations may be made on the hospital website [www.aghospital.on.ca](http://www.aghospital.on.ca) by clicking on DONATE NOW

## 2012-13

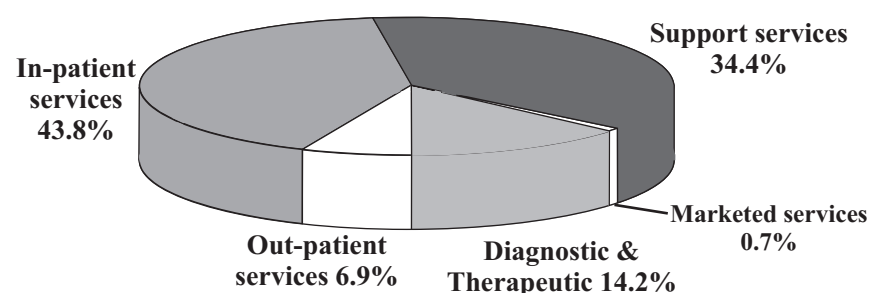
# FINANCES

## Financial Statement

Revenue by Source	2012/13		2011/12	
Ministry of Health/LHIN funding allocation	\$ 7,123,503	78.12%	\$ 7,041,286	76.09%
Other programs	\$ 837,075	9.18%	\$ 863,542	9.33%
Other non-Ministry revenue from patient services	\$ 437,764	4.80%	\$ 477,106	5.16%
Other miscellaneous revenue	\$ 514,459	5.64%	\$ 664,120	7.18%
Deferred capital contributions	\$ 205,382	2.25%	\$ 207,916	2.25%
<b>Total Revenues</b>	<b>\$ 9,118,183</b>	<b>100%</b>	<b>\$ 9,253,970</b>	<b>100%</b>
<b>Expenses by Type</b>				
Salaries & Wages	\$ 5,147,324	56.45%	\$ 5,067,148	54.76%
Employee benefits	\$ 1,214,409	13.32%	\$ 1,182,395	12.78%
Medical staff fees	\$ 113,910	1.25%	\$ 104,437	1.13%
Medical & surgical supplies	\$ 127,799	1.40%	\$ 142,737	1.54%
Drugs	\$ 98,988	1.09%	\$ 175,068	1.89%
Supplies & other expenses	\$ 1,168,861	12.82%	\$ 1,183,226	12.79%
Bad debts	\$ 2,894	0.03%	\$ (45)	0.00%
Depreciation	\$ 399,172	4.38%	\$ 428,106	4.63%
Other programs	\$ 837,074	9.18%	\$ 863,568	9.33%
<b>Total Expenses</b>	<b>\$ 9,110,431</b>	<b>99.91%</b>	<b>\$ 9,146,640</b>	<b>98.84%</b>
Surplus/(Deficit)	\$ 7,752	0.09%	\$ 107,330	1.18%
<b>TOTAL</b>	<b>\$ 9,118,183</b>	<b>100%</b>	<b>\$ 9,253,970</b>	<b>100%</b>

\*\*This financial information is based on the twelve month period April 1, 2012 to March 31, 2013.

## Operating expense by type of service



From the Atikokan General Hospital Foundation...

From the Chief of Staff...

2012-13 was another exciting and rewarding year for the Hospital Foundation. Our year started off with our sixth annual ‘Today I’m Working for my Hospital’ campaign which took place April 27, 2012. This year’s campaign raised \$3,498 and nine local businesses participated. Also, the AGH staff had fun by holding six individual fundraisers which were very successful. A special Thank You goes out to all of the staff who worked for Their Hospital! on that day.

The funds raised the year were used to purchase a portable ER cardiac monitor.

On December 4th, 2012 we hosted our annual Celebration of Friends gathering. We were very fortunate to have over 60 residents, families and friends attend. We were entertained by the St Patrick’s School Glee Club which performed wonderful renditions of some Christmas Classics. The residents were happy to be able to sing along. At the Celebration we were very excited to present our donation of \$200,000 to AGH for Project Courtyard. Doug Moynihan CEO of the Hospital was on hand to accept the cheque.

This donation would not be possible without the generosity of many in our community.

Throughout the 2012/2013 year over \$63,000.00 was donated to our foundation. These funds make it possible for our foundation to continue with our mission “to support Atikokan General Hospital in meeting the health care needs of the community by providing financial support for hospital medical equipment or improvements to the facility.”

Cheryl Fairbairn  
Foundation Board Chair

AGH Foundation sponsors, 2012-13

**Gold sponsors:** Ontario Power Generation employees and pensioners, OPG capital projects (corporate) fund, Ed Fredrickson, Dr. Walter Kristjanson **Silver sponsors:** Walt and Millie Beyak (who made the first official donation to AGH in 1950). Ian and Joan Campbell, Jim Wasylenki, and AGH employees. **Bronze sponsors:** Owen Boland, Danielle and Ralph Carson, Louise Clement, Jeffrey Fiedler, Elsa Latell, St. Patrick’s Catholic Women’s League, Royal Canadian Legion Branch 145 Benevolent Fund, and TD Canada Trust

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seeing patients. Similarly, the family health team assists us greatly by triaging patients at the walk-in clinic (and often helping patients such that they do not need to see a physician), prioritizing our lab work, providing diabetes care, calling patients to communicate lab results and plans of care, managing INRs, performing procedures, and numerous other clinical tasks that free us up to see people who need to be seen. In the same way CCAC provides many of the services that we would otherwise have to do by house call, especially since the addition of new nurse practitioner Nikita Matichuk.

Finally, the nursing staff at the hospital makes the extra days of call much more bearable by providing exceptional triaging of patients so the emergency room is available for true emergencies and we are not woken up unnecessarily. Sadly, all of these people usually end up being the ones who end up bearing the brunt of the very few exceptions to the dignity and graciousness I referred to above.

This has been a year of great change at the hospital. Wayne Smith and Sandra Mosley have announced their retirements. It has been truly great working with them and I will miss their wisdom and experience. I wish them all the best. Congratulations to Tanis Lavallee, Esther Richards, and Cathy Ducharme in your new positions, but I have to admit I’m going to miss you down in the emergency department.

It is great to see the return of the chemotherapy program to Atikokan. It is a hard enough thing to face without having to leave home to receive

treatment. Congratulations to Susan Sampson, who I know will do a great job there.

Over the past year the Northwest Local Health Integration Network has mandated that we begin working within a system of regional hubs. As part of this, Atikokan patients now have access to CT scans and other surgical services in Fort Frances. This is something that we’ve sought for years; an hour’s drive can be quite significant to some people and generally we are able to obtain access in a much more timely manner there than we were in Thunder Bay. This is but the beginning of a long and complicated process; however, the board has made it a priority for us to maintain the independence and uniqueness of Atikokan General Hospital while still working cooperatively within the region to provide services in a rational and efficient manner. We’ve also received preliminary funding for the hospital expansion process which is very heartening, as it means the government continues to maintain a commitment to this project despite their mandate to balance the budget.

Once again it has been an honour to work with the board of directors and the hospital executive. I’ve learned a lot from working with you over the past three years.

Finally, as always, many thanks to the AGH Foundation for the hours of work that allow us to obtain equipment we need to provide the best possible care. Thank you also to all the other citizens who donate their time and money. I deeply appreciate the many hours and dedication that you devote to making Atikokan General the best small hospital in Ontario.

John Fotheringham, MD, CCFP

From the CEO and the Chair of the Board of Directors...

From page 1

the fall we will be looking at resurfacing the pavement at the entrance.

The AGH remains actively involved in supporting health care learners. We have hosted students from the Northern Ontario School of Medicine and other health-related professions including nursing, occupational therapy, physiotherapy, laboratory technology and personal support workers. Plans have been finalized for the hospital to host a registered practical nurse program in collaboration with Confederation College, providing opportunity for local residents to receive their education in Atikokan.

Regarding integration of health care, discussions continue with our health care provider partners in the new Integrated District of Rainy River. Our mandate is to work together with the CCAC (Community Care Access Centre), the LHIN (Local Health Integration Network), the Riverside Health Care facility in Fort Frances, and other health care providers to improve patient care. There are 31 different health care programs supplied from 17 different organizations just in our district.

A major improvement in patient care has been realized through the implementation of an electronic medical record. This system is now in place for all patients admitted to the hospital. It allows physicians, nurses and therapists working in other regional hospitals to access important medical information required to treat Atikokan patients.

After a break in service, the hospital resumed participation in the regional systemic therapy program (chemotherapy). This program is delivered in partnership with Cancer Care Ontario and the Thunder Bay Regional Health Science Centre. Treatments are delivered by local nurses and physicians under the super-vision and direction of cancer specialists located in Thunder Bay. Many patients will benefit by receiving their treatments at home and avoiding unnecessary travel. We recognize the efforts of the registered nursing staff, led by Sandra Mosley, RN, who have provided this service in the past and the nurses who have achieved the certifications required to provide the service in the future.

Under the provincial Alternate Level of Care - Wait Time Information System, the hospital has

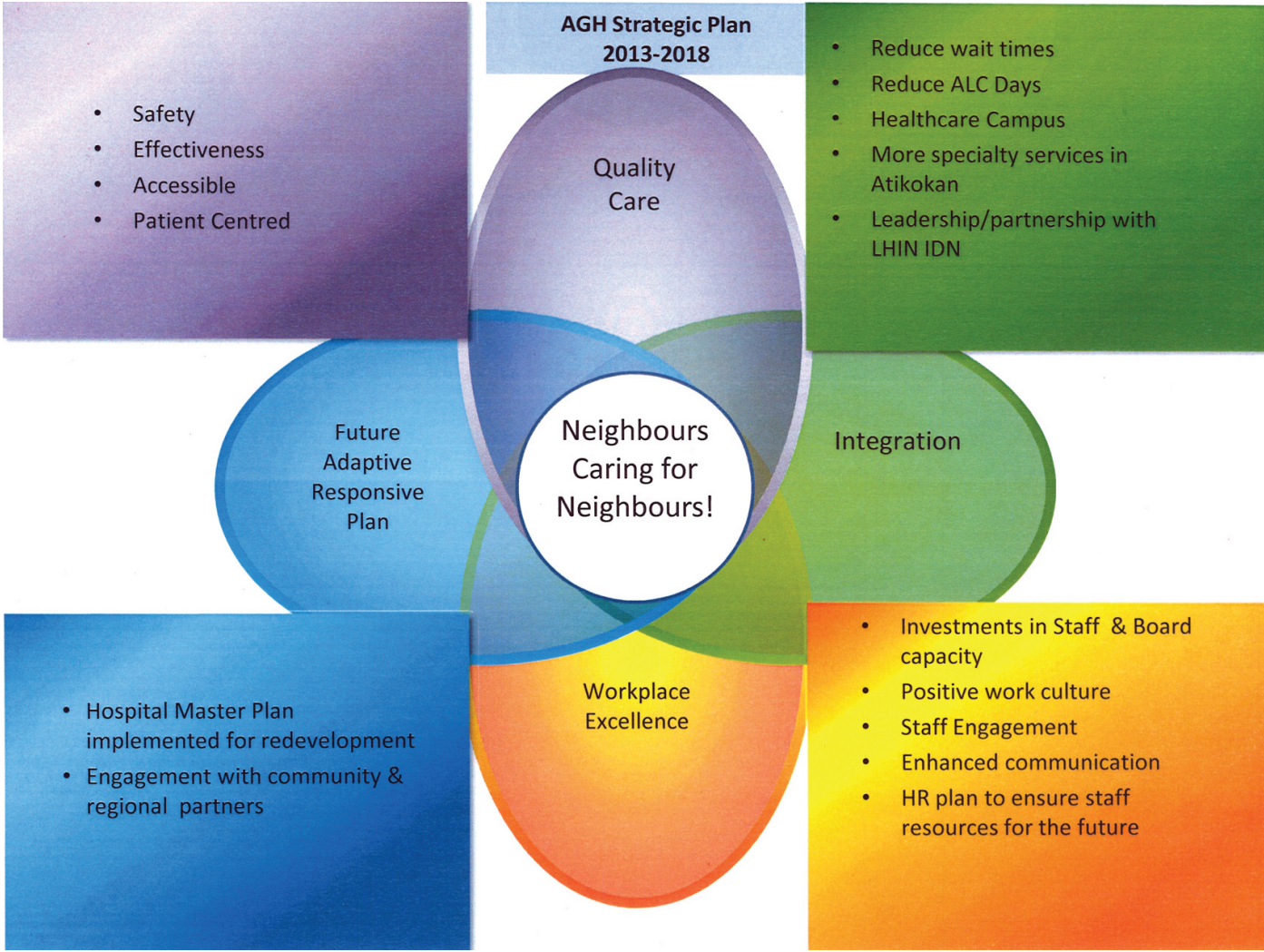
implemented a system that collects and transmits data on bed utilization that is used by the Ministry of Health and Long Term Care and the LHIN to monitor the use of health care resources and under-stand the service needs of our population.

Finally, to support the integration of services in our LHIN, the AGH is a mem-ber of a working group that is

examining non-urgent patient transportation challenges. In collaboration with the Rainy River District land ambulance, ORNGE, and Thunder Bay Regional Health Sciences Centre, the mandate is to examine ways to improve the efficiency of transporting patients from small communities like Atikokan to larger specialty hospitals like Thunder Bay Regional.

Our board held a retreat to review and re-energize our mission, vision and strategic plan. The revised strategic plan appears below. The focus of our work-shop was to re-emphasize that our dedi-cated, well-trained, professional staff provide good quality care close to home.

Doug Moynihan, BA, MBA, CHRP  
Chief Executive Officer  
Joan McIntosh  
Chair, AGH Board of Directors



**Our Mission:** Atikokan General Hospital is dedicated to excellence in compassionate and supportive healthcare for those we serve.

**The AGH Vision:** Atikokan General Hospital will provide high quality health care that promotes wellness and safety and appropriate health services.