



MICs Group of Health Services

"Planning for a Better Tomorrow"

ANNUAL REPORT

2022 - 2023



Matheson

Iroquois Falls

Cochrane

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MICs Group of Health Services

Matheson – Iroquois Falls – Cochrane

Value Statement

Planning for a Better Tomorrow

Mission Statement

Partnering to deliver excellent health care for our communities.

Vision Statement

Quality care for everyone always!



Bingham Memorial – Matheson

“Caring for our Community”

Anson General – Iroquois Falls

“Personal Quality Care”

Lady Minto – Cochrane

“Caring Together”

MICs Group of Health Services

Strategic Plan 2018-2022



MICs Group of Health Services

Matheson – Iroquois Falls – Cochrane

"Planning for a Better Tomorrow"

Mission: Partnering to deliver excellent health care for our communities

Vision: Quality care for everyone always!

Values: Integrity – Respect – Accountability – Quality

How will we get there?

- ✓ Focus on person-centered care
- ✓ Ensure the safety of patients, residents and staff
- ✓ Ensure the sustainability of the organization
- ✓ Partner to achieve desired results
- ✓ Engage with our stakeholders

Strategic Direction	Goals for 2022
Person-Centered Care	<ul style="list-style-type: none">• Optimize the transition of care for patients and residents• South Centennial Manor Redevelopment; improve seniors services• Collaborate with patients, residents and families for the best healthcare experience
Safety	<ul style="list-style-type: none">• Continue to build a culture of trust and shared leadership in which everyone has both a right and a responsibility to speak up about issues that may impact safe and effective practice• Protect our staff and patients from violence• Improve pharmacy services
Sustainment	<ul style="list-style-type: none">• Develop and implement strategies to support recruitment and retention of health professionals• Develop a Human Resources plan including medical staff• Maintain Financial Sustainability
Partnering	<ul style="list-style-type: none">• Partner with other community organizations to expand and improve mental health care services• Develop our Ontario Health Team• Partnering with all 21 Wave 2 Northeast hospitals to plan the Meditech expense upgrade of EMR (ONE initiative)
Engagement	<ul style="list-style-type: none">• Effectively engage with our Team Members and stakeholders• Endeavour to give patients and residents a meaningful voice

BMH Board Chair

Oswald Silverson

The hard work and dedication of BMH's healthcare staff has been at the forefront again this year as we continue to deal with the COVID-19 virus. Everyone in the MICs communities appreciates the sacrifices made by all staff.

This year the COVID-19 pandemic restrictions are lifting, albeit slowly, beginning with MICs transitioning from active to passive testing beginning in April of 2023. Reduced restrictions have allowed the use of the hospital boardroom to resume in April 2023.

Physician recruitment and retention remain a top priority. As everyone knows, this is not a situation unique to the MICs Group as staff shortages are affecting our town, our province and the entire country.

The Worker Bee Physician Recruitment Committee was formed in 2021 to actively recruit physicians but ended as a Committee of Council in November 2022. Presently, the Mayors and Councils of Cochrane, Matheson and Iroquois Falls are working with former Bees with the goal of forming a Retention and Recruitment Committee.

The use of current healthcare staff as well as locum physicians and agency nurses as required has allowed the hospital Emergency Room to remain open 24/7, something other healthcare facilities are currently struggling with.

Recruiting members for the Hospital Board remains a challenge. We advertise via local media and by word of mouth but continue to come up lacking any applicants.

The MICs Group of Hospitals received Accreditation with Commendation under the Qmentum program in 2022. Congratulations to all staff involved.

The ONE Initiative Meditech Electronic Medical Record project is progressing with "Go Live" scheduled for spring 2024.

Bingham Memorial Hospital ended the year in a deficit largely attributed to cost pressures associated with Health Human Resource shortages. As part of our 2023/2024 Hospital Annual Planning Submission process with Ontario Health, the management team will be working on a deficit recovery strategy to present to the Board for discussion and consideration.

Hospital maintenance and improvements included the following:

- Rosedale sunroom and dining room extension in progress with completion scheduled for May 31, 2023.
- Domestic waterline upgrade
- Ultrasound room renovation project started in April 2023
- X-ray room renovations completed
- Exterior doors and windows replacement in progress. Completion scheduled for 2023-24
- Replacement of the heliport lighting with energy-efficient LED lighting

In closing, I would like to extend my sincere thank you to all our dedicated healthcare staff. It has been a difficult year once again, but hard work, dedication and perseverance did pay off.

Oswald Silverson

BMH Board Chair



AGH Board Chair

Danielle Delaurier

The highlight of the past year was receiving, in October 2022, an Accreditation with Commendation from Accreditation Canada. Accreditation is a voluntary, independent, third-party process that assesses health care organizations against a set of standards of excellence rooted in quality care, patient safety and efficient delivery. MICs met 97.3% of their standards which is quite an accomplishment. This clearly demonstrates our organization's commitment to high-quality services and creating positive patient experiences. Throughout the spring of 2023, the MICs group continued to work on updating its strategic plan for the next few years with the organization's mission, vision and core values at the forefront.

Nursing and physician recruitment efforts are ongoing. We are fortunate to have a number of returning locums to staff our Emergency Departments and agency nurses to fill in the gaps in our hospitals and long-term care homes. More permanent solutions are being explored but as we know, attracting health care professionals to rural communities continues to be a challenge.

The 96-bed South Centennial Manor Project is proceeding. The deed to the land was recently transferred to AGH. The preliminary plans have been submitted and we are working with Ontario Financial Authorities to secure a loan for this new build. They have requested a plan indicating how funds for the shortfall would be generated. These funds would be paying for the loan payments and interest on the loan. The CEO and the AGH Board met in May with the Mayors of the MICs communities and the Foundation Co-chairs to solicit their financial support and brainstorm ideas of other partners who could help financially. A commitment of financial support is needed from the municipalities, provincial and corporate partners for the Ontario Financial Authorities to sign off on a loan for this project.

Capital projects are still coming over budget due to price increases during the pandemic and material and contractor shortages are still factors to contend with. The AGH passenger elevator project has begun and the Automatic Transfer Switch Project was awarded.

The implementation of the "ONE Initiative – One Person, One Record, One System" is moving forward. Testing and training timelines have been delayed to early fall but our teams continue to meet regularly. The go-live dates are scheduled for the spring of 2024.

The MICS Foundation continues to successfully raise funds for all our sites and the SCM Project. As well, the AGH auxiliary has made a sizeable money donation to the SCM Project as well as other donations towards much needed equipment. The Royal Canadian Legion, Branch 70 has recently donated \$7 496 to AGH for the purchase of two vital signs monitors and \$7 570 for two ceiling lifts at SCM. Thank you to all the local organizations for their generous support and to our community members for participating in our various fundraisers.

To the MICs Team, credentialed staff, volunteers, Board of Directors and Foundation members, I would like to offer my heartfelt thanks for what you do every day.

Respectfully submitted,

Danielle Delaurier

AGH Board Chair



LMH Board Chair

Patricia Dorff

Another year has come to an end. We are still dealing with COVID-19 on a smaller level. I think this is something we will be dealing with for some time to come. Lucky us!! We need to find more staff. This is not a unique issue, it is country wide!!

The past year in point form:

- Staffing on all levels continues to be an issue, especially for Doctors and Nurses !
- Now that COVID-19 is coming to an end, our lab and pharmacy projects can get back on track. Contractors for repairs and renovations are still difficult to obtain along with the supplies needed to complete the projects, but things are moving forward. There is a light at the end of the tunnel.
- We hope to have the implementation of our CT Scan completed and in operation within the year. Ultrasound renovations have begun in all three sites.
- COVID-19 updates – Most of the restrictions have been lifted but at this point, subject to change! Masks are, for the most part, left up to each individual or facility.

Our staff on all levels, although tired, continue to give their best at all times. Please be patient.

With all that in mind, enjoy your summer. Stay healthy and happy.

Happy trails!

Pat Dorff

LMH Board Chair



Chief Executive Officer/LTC Administrator

Paul Chatelain

I am very pleased to submit my annual report as Chief Executive Officer and Long-Term Care Administrator of the MICs Group of Health Services. While this past year continued to be an unprecedented one, we have hopefully seen the end of the pandemic and look forward to moving ahead to build a stronger health care system.

We welcomed three new Board Members this year: Ben Lefebvre from Anson General Hospital, Sylvie Charron-Lemieux from Lady Minto Hospital and Dave Dyment from Bingham Memorial Hospital. Despite the Board vacancies and “virtual” meetings, we had a very productive year.

We have completed the final year of our Strategic Plan 2022, focusing on person-centered care, including our seniors and staff. While the pandemic has been our primary focus, many of these goals have been achieved and will carry on into our new Strategic Plan 2023-2026.

Physician and professional staff recruitment and retention continues to be our highest priority. The pandemic has taken a toll on all our Team Members including physicians. We have seen a lot of resignations and retirements as a result of staff burnout. The shortage of health human resources is a global phenomenon and more so in Northern Ontario. We have had to rely on a number of agency nurses and Emergency Department locum physicians to avoid closing beds and reducing services. This has put a real strain on our finances, but we are working closely with our partners to develop incentive packages to attract more physicians and nurses.

While we did incur operating deficits this year, our healthy financial reserves were able to cover the shortfall. We did meet most of the targets set out in our Quality Improvement Plan in both the acute and the long-term care.

We applied for, and were granted, over \$2.1 million in Exceptional Circumstance Program and HIRF funding from the Ministry of Health and Long-Term Care. We received approval to carry over these funds into next fiscal year as our projects have been significantly delayed due to the pandemic and contractor shortages. We have used this funding to replace the Air Handling Units at the Lady Minto Hospital and Villa Minto; passenger and freight elevator upgrade at the Anson General Hospital; main water upgrades, and a new electrical switch at Bingham Memorial Hospital. We have completed Phase I of the Laboratory renovations at Lady Minto Hospital and are in the early stages of the Pharmacy upgrade. Finally, we received Ministry of Long-Term Care approval for the new 96-bed redevelopment and relocation of the South Centennial Manor. We have submitted our statement of readiness to the Ministry for a construction start date in August 2023. We continue to work with the architect on the design and are working with our Foundation to develop an aggressive fundraising campaign.

Finally, I would like to extend my sincere appreciation to the Board of Directors, Medical Staff, the Executive Team, all Team Members and of course our volunteers, especially during another challenging year. I am reminded every single day of the fatigue and mental health stress we all face, especially healthcare and front line workers, but I am also reminded of the great team we have here at the MICs Group of Health Services. It is certainly a pleasure to work with them, trying our best to be kind while keeping everybody safe...

Paul Chatelain

CEO, MICs Group of Health Services



Chief Nursing Officer

Isabelle Boucher

A Year in Review

As we recover from the Pandemic, our staff, physicians, and volunteers continue to live our organizational values of Accountability, Respect, Quality and Integrity through their actions and behaviours.

Each day, they help our patients and their loved ones understand what they can expect when they walk through our doors and strive to provide the best experience possible.

During the past year, the MICs Group of Health Services continued to experience challenges with a shortage of Health Human Resources. However, through their perseverance, commitment and flexibility, our Team Members were able to maintain and deliver compassionate and skilled care to our patients - we are incredibly proud of their tremendous work and contributions!

Highlights of the 202-23 Fiscal Year

• Person Centered Care

Designated Care Partners: Family and designated care partners are viewed as essential to the physical, emotional, social and spiritual well-being of our patients. As such, our Family Presence policy was recently updated. We wish to thank our families and visitors for their patience as we continue to look out for the well-being of their loved ones.

ONE initiative: The MICs Group of Health Services continues to work with the upgrading of our current Electronic Medical Record (EMR) system to improve the delivery of patient and family-centred care across northeastern Ontario. The anticipated “go-live” date for this project is in the spring of 2024.

MICs has successfully recruited a Change Management and Clinical Informatics Lead to support the numerous teams as we gain momentum with this project.

Non-Urgent Patient Transfer Services: Our non-urgent patient transfer service, Platinum, has expanded its hours to include weekend on-call services. With weekend services now available, staff can ensure that patients receive timely transfers.

• Quality and Safety

Pandemic Response: Under the leadership of our Infection Prevention and Control Program Leader, our team continues to work together to continue to deliver extraordinary care. Our staff and physicians have shifted their focus on the recovery phase of the Pandemic by easing many restrictions that were in place.

Accreditation: Our on-site Accreditation Canada survey occurred October 3-6, 2022. MICs received the status of “Accreditation with Commendation” under the Qmentum program. This is the second highest level of their decision levels, and higher than our Accredited status in 2018. In fact, this is the highest level of standing that our organization has ever received! Our standing is a clear reflection of the MICs organization’s hard work, dedication and overall care for the patients and families we service. Congratulations to everyone for a job well done!!



Pharmacy Upgrade: We are thrilled that Khaleel Sakeer returned to MICs as our full-time Pharmacist. The pharmacy team is busier than ever and Khaleel’s broad experience will positively enhance the team’s projects and initiatives.

The MICs Group of Health Services Pharmacy will be undergoing construction and plans are in process to improve the sterile compounding program. This will ensure the National Association of Pharmacy Regulatory Authorities (NAPRA) standards for the safe preparation of hazardous and non-hazardous medications are met.

Our three hospitals have received five additional Automated Dispensing Cabinets this year, which will enhance the safe delivery of medications to our patients.

- **Health Human Resources**

Nursing Recruitment and Retention: The MICs Group of Health Services continues its efforts to recruit and retain nurses and has become reliant on the support of agency nurses for the past year. We continue to collaborate with the unions and foster relationships. This year we attended several recruitment fairs and were successful in the recruitment of a few Registered Nurses and Registered Practical Nurses.

Clinical Educator: MICs welcomes a new Education Lead to the team! They will be providing in-house training for a number of mandatory and recommended courses, including running mock codes, and overseeing Clinical Competencies.

Staff Stat: Nursing and Support Services Team Members have been utilizing a new scheduling platform. Team Members are alerted as soon as a shift becomes available. This decreases the number of calls being made to Team Members. Staff can accept a shift via email, text or phone call.

- **Surgical Program**

Lady Minto Hospital: Dr. Klassen has returned as MICs General Surgeon at Lady Minto Hospital and our surgical program continues to thrive.

Anson General Hospital: Due to ongoing staffing pressures and lack of Gastroenterologists, we have not been able to re-introduce our Endoscopy program in Iroquois Falls however, we are aiming to resume this service in the fall of 2023.

- **Supporting Mental Health**

Patient Attendant Program: This program was successfully implemented to provide additional support for those patients that may require close observation.

On-site security: An agreement has been put in place with G-Force Security to provide additional safety measures for staff who are working with potentially aggressive patients.

- **Patient Engagement**

Experience Surveys: Measuring the patient experience continues to bring valuable insight into the care we deliver.

We have seen an increase in our response rate for the Emergency Department surveys.

We have updated our Hospital Experience surveys with additional questions pertaining to dietary needs and Diagnostic Imaging services.

Patient and Family Advisory Council (PFAC): Members of the Patient and Family Advisory Council continue to meet throughout the year and have been participating in various initiatives/projects. Over the past year, they have reviewed the Quality Improvement Plans, questions for Post-discharge phone calls, signage project, and Patient Story templates. We have had a PFAC member join our Quality Committee of the Board as well as the Nursing Practice Advisory Council. We have also welcomed a new member of the Matheson community this fall.



Isabelle Boucher

CNO, MICs Group of Health Services

MICs Chief of Staff

Dr. Joey Tremblay

As Chief of Staff of the MICs Group of Health Services, I am pleased to present the report for the 2022-2023 fiscal year.

With the COVID pandemic FINALLY in the rear-view mirror, we are excited to shift our main focus back to our other day-to-day priorities and challenges. Our priority always remains the safest and most efficient patient-centred care possible.

At MICs, the current average “need” is 1-2 family physicians per community. With that said, physician recruitment remains one of our top priorities. We are excited to announce the successful recruitment of a dental surgeon as well as the two physicians mentioned below. As always, we continue to be invested in further recruitment.

All three of the MICs sites continue to participate in Northern Ontario School of Medicine (NOSM) teaching programs. Not only do we have learners from NOSM but we welcome various students from other schools and disciplines as well. This “learner traffic” through MICs creates exposure and recognition of what our great communities have to offer and aids in the recruitment of new local and locum physicians for years to come. We saw an increase in medical residents coming through in the recent year, which ultimately lead to the recruitment of Dr. Jesse Fontaine. We are excited to welcome Dr. Fontaine, who was born and raised locally, to join Lady Minto Hospital as a full-time ER physician at the end of August 2023!

We are excited to announce that our application for a computerized tomography (CT) scan at Lady Minto Hospital was accepted in 2022. However, the proposal for the CT is a lengthy process; we are hopeful the proposal will be accepted and that it will be fully operational by the end of 2023 or at the very latest, early 2024.

This CT will not only be an asset for the MICs surgical program in Cochrane but will also service other patients within the MICs communities. The CT will have a significant impact on patient care by expediting emergent surgeries without having to travel to other distant communities for investigations. Avoiding travel would allow us to conserve resources by keeping EMS and nursing staff within our communities and reduce the length of ER wait times.

In Cochrane, our surgical program continues to strive and provide high-quality surgical services. Dr. Marta Thorpe is the fourth dentist to join our team along with Drs. Vockeroth, Clark and Nakashoj. They provide monthly dental procedures under general anesthesia. We are thrilled to announce the successful “re-recruitment” of Dr. Gerhard Klassen as our full-time General Surgeon as of April 1, 2023. Dr. Klassen is known as a great team player with extremely broad surgical skills and excellent bedside manners. WELCOME BACK DR. KLASSEN!

The last 3 years have been challenging times that have strengthened the hardworking crews here at MICs. Our main goal continues to strive to keep our three communities of patients, families and staff safe.

Overall, our MICs teams have continued to pull together as one to achieve the most excellent outcomes throughout MICs! This was made possible by the hard-working medical staff, administration and support staff. We thank the MICs Board Members for their continued support!

Dr. Joey Tremblay

Chief of Staff, MICs Group of Health Services



BINGHAM MEMORIAL HOSPITAL

**INDEPENDENT AUDITOR'S REPORT AND
SUMMARY FINANCIAL STATEMENTS**

MARCH 31, 2023

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INDEPENDENT AUDITOR'S REPORT ON THE SUMMARY FINANCIAL STATEMENTS

To the Board of Directors of
Bingham Memorial Hospital

Opinion

The summary financial statements, which comprise the summary statement of financial position as at March 31, 2023 and the summary statement of operations for the year then ended, are derived from the audited financial statements of Bingham Memorial Hospital for the year ended March 31, 2023.

In our opinion, the accompanying summary financial statements are a fair summary of the audited financial statements on the basis described in note 1.

Summary Financial Statements

The summary financial statements do not contain all the disclosures required by Canadian Public Sector Accounting Standards for Government Not-for-Profit Organizations. Reading the summary financial statements and the auditor's report thereon, therefore, is not a substitute for reading the audited financial statements of Bingham Memorial Hospital.

The Audited Financial Statements and Our Report Thereon

We expressed an unmodified audit opinion on the audited financial statements of Bingham Memorial Hospital in our report dated June 13, 2023.

Management's Responsibility for the Summary Financial Statements

Management is responsible for the preparation of the summary financial statements on the basis described in note 1.

Auditor's Responsibility

Our responsibility is to express an opinion on whether the summary financial statements are a fair summary of the audited financial statements based on our procedures, which were conducted in accordance with Canadian Auditing Standards (CAS) 810, Engagements to Report on Summary Financial Statements.



Chartered Professional Accountants
Licenced Public Accountants
June 28, 2023

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BINGHAM MEMORIAL HOSPITAL

SUMMARY STATEMENT OF OPERATIONS

YEAR ENDED MARCH 31, 2023

	2023 Budget (Unaudited)	2023 Actual	2022 Actual
REVENUES			
Ministry Funding	\$ 7,878,738	\$ 8,478,369	\$ 8,399,243
Ontario Health Insurance	57,000	50,706	47,155
Other patient care revenue	606,700	492,010	554,647
Recoveries and other revenues	305,625	337,325	246,317
Amortization of deferred capital contributions - equipment and software	75,000	49,974	50,586
Other votes	3,000	3,000	3,000
	8,926,063	9,411,384	9,300,948
EXPENSES			
Salaries and wages	4,377,997	5,090,920	4,300,122
Employee benefits	1,542,191	1,317,635	1,437,365
Medical staff remuneration	1,062,953	1,321,092	957,046
Supplies and other expenses	2,094,103	1,871,692	1,803,514
Medical and surgical supplies	95,400	126,778	137,482
Drugs and medical gases	144,000	46,220	64,132
Loss on disposition of capital assets	-	15,635	6,524
Amortization of equipment and software	148,000	195,984	188,107
Other votes	3,000	3,000	3,000
	9,467,644	9,988,956	8,897,292
EXCESS OF REVENUES OVER EXPENSES (EXPENSES OVER REVENUES) FROM OPERATIONS	(541,581)	(577,572)	403,656
AMORTIZATION OF BUILDINGS			
Amortization of deferred capital contributions - buildings	500,000	542,489	333,410
Amortization of capital assets - buildings	(500,000)	(581,646)	(517,582)
	-	(39,157)	(184,172)
EXCESS OF REVENUES OVER EXPENSES (EXPENSES OVER REVENUES)	\$ (541,581)	\$ (616,729)	\$ 219,484

BINGHAM MEMORIAL HOSPITAL
SUMMARY STATEMENT OF FINANCIAL POSITION
MARCH 31, 2023

	2023	2022
ASSETS		
CURRENT ASSETS		
Cash	\$ 602	\$ 602
Accounts receivable	734,541	535,478
Prepaid expenses	-	41,816
Inventories	206,673	198,486
Short-term investment	164,707	161,954
Due from MICs Group of Health Services	2,304,776	3,863,483
	3,411,299	4,801,819
CAPITAL ASSETS	8,023,598	6,914,692
	<u>\$ 11,434,897</u>	<u>\$ 11,716,511</u>
LIABILITIES		
CURRENT LIABILITIES		
Accounts payable and accrued liabilities	\$ 898,054	\$ 576,947
Deferred revenue	-	79,403
	898,054	656,350
POST-EMPLOYMENT BENEFITS	784,564	755,034
DEFERRED CAPITAL CONTRIBUTIONS	4,468,673	4,404,792
	<u>6,151,291</u>	<u>5,816,176</u>
NET ASSETS		
INVESTED IN CAPITAL ASSETS	4,179,528	3,027,761
UNRESTRICTED	1,104,078	2,872,574
	<u>5,283,606</u>	<u>5,900,335</u>
	<u>\$ 11,434,897</u>	<u>\$ 11,716,511</u>

BINGHAM MEMORIAL HOSPITAL

NOTE TO SUMMARY FINANCIAL STATEMENTS

MARCH 31, 2023

1. BASIS OF PRESENTATION

The accompanying summary financial statements have been prepared with the same accounting standards as the audited financial statements of Bingham Memorial Hospital for the year ended March 31, 2023.

The summary financial statements do not contain all the disclosure required by Canadian Public Sector Accounting Standards for Government Not-For-Profit Organizations. The summary statements of changes in net assets and cash flows, and the notes to the financial statements are not included.

The complete set of financial statements and the auditor's report can be obtained from the management of Bingham Memorial Hospital.

ANSON GENERAL HOSPITAL

**INDEPENDENT AUDITOR'S REPORT AND
SUMMARY FINANCIAL STATEMENTS**

MARCH 31, 2023

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INDEPENDENT AUDITOR'S REPORT ON THE SUMMARY FINANCIAL STATEMENTS

To the Board of Directors of
Anson General Hospital

Opinion

The summary financial statements, which comprise the summary statement of financial position as at March 31, 2023 and the summary statement of operations for the year then ended, are derived from the audited financial statements of Anson General Hospital for the year ended March 31, 2023.

In our opinion, the accompanying summary financial statements are a fair summary of the audited financial statements on the basis described in note 1.

Summary Financial Statements

The summary financial statements do not contain all the disclosures required by Canadian Public Sector Accounting Standards for Government Not-for-Profit Organizations. Reading the summary financial statements and the auditor's report thereon, therefore, is not a substitute for reading the audited financial statements of Anson General Hospital.

The Audited Financial Statements and Our Report Thereon

We expressed an unmodified audit opinion on the audited financial statements of Anson General Hospital in our report dated June 13, 2023.

Management's Responsibility for the Summary Financial Statements

Management is responsible for the preparation of the summary financial statements on the basis described in note 1.

Auditor's Responsibility

Our responsibility is to express an opinion on whether the summary financial statements are a fair summary of the audited financial statements based on our procedures, which were conducted in accordance with Canadian Auditing Standards (CAS) 810, Engagements to Report on Summary Financial Statements.



Chartered Professional Accountants
Licenced Public Accountants
June 28, 2023

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ANSON GENERAL HOSPITAL
SUMMARY STATEMENT OF OPERATIONS
YEAR ENDED MARCH 31, 2023

	2023 Budget (Unaudited)	2023 Actual	2022 Actual
REVENUES			
Ministry funding	\$ 11,156,737	\$ 11,932,784	\$ 11,535,432
Ontario Health Insurance	175,500	224,852	221,461
Other patient care revenues	318,530	317,564	289,048
Recoveries and other revenues	692,400	785,201	611,908
Gain on disposition of capital assets	-	204,019	229,988
Amortization of deferred capital contributions - equipment and software	35,000	58,762	35,426
Other votes	3,150	3,150	3,150
	<u>12,381,317</u>	<u>13,526,332</u>	<u>12,926,413</u>
EXPENSES			
Salaries and wages	6,014,746	6,535,183	5,500,965
Employee benefits	2,049,603	1,395,666	1,533,376
Medical staff remuneration	1,365,905	1,774,818	935,605
Supplies and other expenses	3,248,575	2,892,248	2,796,903
Medical and surgical	196,000	191,157	248,185
Drugs and medical gases	171,900	130,897	152,703
Amortization of equipment and software	180,000	255,223	237,980
Other votes	3,150	3,150	3,150
	<u>13,229,879</u>	<u>13,178,342</u>	<u>11,408,867</u>
EXCESS OF REVENUES OVER EXPENSES (EXPENSES OVER REVENUES) FROM OPERATIONS	<u>(848,562)</u>	<u>347,990</u>	<u>1,517,546</u>
AMORTIZATION OF BUILDINGS			
Amortization of deferred capital contributions - buildings	450,000	512,966	462,616
Amortization of buildings	(510,000)	(819,752)	(758,780)
	<u>(60,000)</u>	<u>(306,786)</u>	<u>(296,164)</u>
EXCESS OF REVENUES OVER EXPENSES (EXPENSES OVER REVENUES) BEFORE OTHER PROGRAM	<u>(908,562)</u>	<u>41,204</u>	<u>1,221,382</u>
OTHER PROGRAM			
South Centennial Manor - surplus (deficit) for the year	-	(300,239)	28,281
EXCESS OF REVENUES OVER EXPENSES (EXPENSES OVER REVENUES)	<u>\$ (908,562)</u>	<u>\$ (259,035)</u>	<u>\$ 1,249,663</u>

ANSON GENERAL HOSPITAL

SUMMARY STATEMENT OF FINANCIAL POSITION

MARCH 31, 2023

	2023	2022
ASSETS		
CURRENT ASSETS		
Cash	\$ 500	\$ 500
Accounts receivable	829,394	897,074
Inventories	268,677	278,844
Due from MICs Group of Health Services	2,788,156	2,039,209
	3,886,727	3,215,627
CAPITAL ASSETS	16,257,473	15,938,616
	\$ 20,144,200	\$ 19,154,243
LIABILITIES		
CURRENT LIABILITIES		
Accounts payable and accrued liabilities	\$ 2,422,531	\$ 1,041,544
Deferred revenue	105,028	105,028
Current portion of capital contribution repayable	12,000	12,000
	2,539,559	1,158,572
CAPITAL CONTRIBUTION REPAYABLE	132,000	144,000
POST-EMPLOYMENT BENEFITS	1,547,516	1,513,159
DEFERRED CAPITAL CONTRIBUTIONS	9,530,034	9,684,386
	13,749,109	12,500,117
NET ASSETS		
INVESTED IN CAPITAL ASSETS	7,388,164	6,967,833
UNRESTRICTED	(993,073)	(313,707)
	6,395,091	6,654,126
	\$ 20,144,200	\$ 19,154,243

ANSON GENERAL HOSPITAL

NOTE TO SUMMARY FINANCIAL STATEMENTS

MARCH 31, 2023

1. BASIS OF PRESENTATION

The accompanying summary financial statements have been prepared with the same accounting standards as the audited financial statements of Anson General Hospital for the year ended March 31, 2023.

The summary financial statements do not contain all the disclosure required by Canadian Public Sector Accounting Standards for Government Not-For-Profit Organizations. The summary statements of changes in net assets and cash flows, and the notes to the financial statements are not included.

The complete set of financial statements and the auditor's report can be obtained from the management of Anson General Hospital.

LADY MINTO HOSPITAL

**INDEPENDENT AUDITOR'S REPORT AND
SUMMARY FINANCIAL STATEMENTS**

MARCH 31, 2023

Baker Tilly HKC
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INDEPENDENT AUDITOR'S REPORT ON THE SUMMARY FINANCIAL STATEMENTS

To the Board of Directors of
Lady Minto Hospital

Opinion

The summary financial statements, which comprise the summary statement of financial position as at March 31, 2023 and the summary statement of operations for the year then ended, are derived from the audited financial statements of Lady Minto Hospital for the year ended March 31, 2023.

In our opinion, the accompanying summary financial statements are a fair summary of the audited financial statements on the basis described in note 1.

Summary Financial Statements

The summary financial statements do not contain all the disclosures required by Canadian Public Sector Accounting Standards for Government Not-for-Profit Organizations. Reading the summary financial statements and the auditor's report thereon, therefore, is not a substitute for reading the audited financial statements of Lady Minto Hospital.

The Audited Financial Statements and Our Report Thereon

We expressed an unmodified audit opinion on the audited financial statements of Lady Minto Hospital in our report dated June 13, 2023.

Management's Responsibility for the Summary Financial Statements

Management is responsible for the preparation of the summary financial statements on the basis described in note 1.

Auditor's Responsibility

Our responsibility is to express an opinion on whether the summary financial statements are a fair summary of the audited financial statements based on our procedures, which were conducted in accordance with Canadian Auditing Standards (CAS) 810, Engagements to Report on Summary Financial Statements.

Baker Tilly HKC

Chartered Professional Accountants
Licenced Public Accountants
June 28, 2023

ASSURANCE • TAX • ADVISORY

Baker Tilly HKC is a member of Baker Tilly Canada Cooperative, which is a member of the global network of Baker Tilly International Limited. All members of Baker Tilly Canada Cooperative and Baker Tilly International Limited are separate and independent legal entities.

LADY MINTO HOSPITAL

SUMMARY STATEMENT OF OPERATIONS

YEAR ENDED MARCH 31, 2023

	2023 Budget (Unaudited)	2023 Actual	2022 Actual
REVENUES			
Ministry funding	\$ 13,504,953	\$ 14,437,953	\$ 13,978,020
Cancer Care Ontario	700,000	714,019	814,271
Ontario Health Insurance	235,114	224,317	209,945
Other patient care revenues	278,978	231,925	236,695
Recoveries and other revenues	1,065,063	1,169,737	1,086,119
Gain on disposition of capital assets	-	-	252,117
Amortization of deferred capital contributions - equipment and software	120,000	145,356	164,335
Other votes	4,350	4,350	4,350
	15,908,458	16,927,657	16,745,852
EXPENSES			
Salaries and wages	7,371,517	7,592,014	7,099,310
Employee benefits	2,526,651	2,027,636	2,032,963
Equipment lease	-	25,292	-
Medical staff remuneration	1,960,108	2,403,972	1,740,831
Supplies and other expenses	3,473,439	3,388,572	3,112,932
Medical and surgical	360,000	416,578	384,462
Drugs and medical gases	907,500	1,169,181	1,211,509
Amortization of equipment and software	352,500	313,949	313,646
Other votes	4,350	4,350	4,350
	16,956,065	17,341,544	15,900,003
EXCESS OF REVENUES OVER EXPENSES (EXPENSES OVER REVENUES) FROM OPERATIONS	(1,047,607)	(413,887)	845,849
AMORTIZATION OF BUILDINGS			
Amortization of deferred capital contributions - buildings	225,000	399,135	363,036
Amortization of capital assets - buildings	(500,000)	(764,225)	(940,644)
	(275,000)	(365,090)	(577,608)
EXCESS OF REVENUES OVER EXPENSES (EXPENSES OVER REVENUES) BEFORE OTHER PROGRAM	(1,322,607)	(778,977)	268,241
OTHER PROGRAM			
Villa Minto Nursing Home - deficit for the year	-	(59,108)	(212,546)
EXCESS OF REVENUES OVER EXPENSES (EXPENSES OVER REVENUES)	\$ (1,322,607)	\$ (838,085)	\$ 55,695

LADY MINTO HOSPITAL

SUMMARY STATEMENT OF FINANCIAL POSITION

MARCH 31, 2023

	2023	2022
ASSETS		
CURRENT ASSETS		
Cash	\$ 1,145	\$ 1,145
Accounts receivable	1,637,864	982,920
Prepaid expenses	101,955	101,955
Inventories	553,826	461,734
Due from MICs Group of Health Services	2,028,809	3,546,899
	4,323,599	5,094,653
LONG-TERM RECEIVABLES	127,836	35,715
CAPITAL ASSETS	18,686,452	17,507,185
INTANGIBLE ASSET	269,970	308,538
	\$ 23,407,857	\$ 22,946,091
LIABILITIES		
CURRENT LIABILITY		
Accounts payable and accrued liabilities	\$ 2,105,683	\$ 1,104,591
POST-EMPLOYMENT BENEFITS	1,588,810	1,573,691
DEFERRED CAPITAL CONTRIBUTIONS	9,943,649	9,660,009
	13,638,142	12,338,291
NET ASSETS		
INVESTED IN CAPITAL ASSETS	9,868,467	8,792,154
UNRESTRICTED	(98,752)	1,815,646
	9,769,715	10,607,800
	\$ 23,407,857	\$ 22,946,091

LADY MINTO HOSPITAL

NOTE TO SUMMARY FINANCIAL STATEMENTS

MARCH 31, 2023

1. BASIS OF PRESENTATION

The accompanying summary financial statements have been prepared with the same accounting standards as the audited financial statements of Lady Minto Hospital for the year ended March 31, 2023.

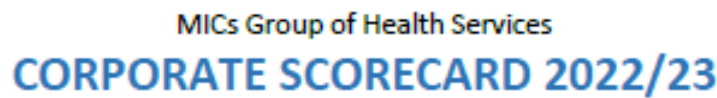
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The complete set of financial statements and the auditor's report can be obtained from the management of Lady Minto Hospital.

Appendix II

MICs Group of Health Services

2022-2023 Corporate Scorecard



Vision: Quality care for everyone always!

Mission: Partnering to deliver excellent health care for our communities

Values: Integrity – Respect – Accountability – Quality

		Anson General Hospital / South Centennial Manor				Bingham Memorial Hospital / Rosedale				Lady Minto Hospital/ Villa Minto			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Effective	Total Margin		-2.27%	1.22%	1.00%		-2.64%	-5.32%	-6.34%		-5.27%	4.62%	-2.29%
	Medication Reconciliation at Discharge	30%	30%	80%	70%	40%	82%	30%	43%	70%	100%	90%	100%
Patient Centered Care	Resident Satisfaction(End of Life) (LTC) QIP	CB	CB	CB	CB	CB	CB	CB	CB	CB	CB	CB	CB
	ER Client Satisfaction QIP	92%	88%	94%	92%	30%	30%	30%	60%	63%	42%	83%	40%
	Inpatient Client Satisfaction QIP	90%	100%	100%	100%	71%		100%	100%	100%	100%	100%	63%
	Acknowledgement of Complaints	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
	Acknowledgement of Complaints (LTC)	100%				100%				100%			
Efficient	% of Total Alternate Level of Care Days	63%	66%	48%	61%	71%	56%	33%	33%	48%	46%	33%	26%
Safe	Harmful Falls Experienced (LTC)	0	0	1	0	0	0	0	0	0	0	0	0
	Falls per 1,000 patient days	7.0	4.0	7.4	8.3	3.0	6.9	1.3	4.6	9.8	3.0	4.4	16.3
	Falls per 1,000 patient days (LTC)	3.8	4.7	6.0	6.3	4.8	7.0	3.3	1.7	6.7	4.6	7.2	3.1
	Hand Hygiene Compliance Before (Hospital)	93%	94%	79%	86%	93%	79%	93%	94%	90%	100%	98%	100%
	Hand Hygiene Compliance Before (LTC)	100%	100%	100%	100%	90%	92%	82%	94%	100%	100%	100%	100%
	Hand Hygiene Compliance After (Hospital)	93%	95%	96%	96%	92%	86%	100%	96%	93%	93%	97%	100%
	Hand Hygiene Compliance After (LTC)	98%	99%	100%	97%	94%	100%	87%	96%	81%	100%	100%	100%
	Workplace Violence Incidents QIP	3	4	2	2	0	0	1	1	7	3	1	3
	Workplace Violence Incidents (LTC) QIP	4	8	1	2	1	2	2	0	3	2	3	4
	WalkRound Leadership Workplace Violence		100%	62.5%	75%		100%	100%	100%			100%	70%
	WalkRound Leadership Workplace Violence (LTC)		100%		100%		100%	100%	100%			100%	100%
Timely	Inpatient PODS (Patient Oriented Discharged Summary) Rate QIP				80%								
	Potential Avoidable ER Visits (LTC) QIP				21.6%				0%				25.5%
Worklife		Annual			Reported in March								
	Turnover Rates	18.1%											
	Sick Incidents	1142											
	Employee Satisfaction	38.92%											

Appendix III

Patient Activity for 2022-2023

	BMH	LMH	AGH
Adult Admissions			
• Acute	74	368	289
• Complex Continuing Care	0	1	0
• Alternate Level of Care	9	5	26
Total Patient Days			
• Acute	1,248	4,449	2,680
• Complex Continuing Care	0	1,363	3,958
Emergency Visits	1,843	9,867	6,718
Laboratory Visits	2,335	6,180	6,527
Radiology Visits	623	2,107	1,953
Physiotherapy Visits	161	522	1,035
Oncology Visits	n/a	453	n/a
Surgical Services / Endoscopy Visits	n/a	408	55
Ontario Telehealth Network Visits	141	303	338
Visiting Specialty Clinic Visits	0	0	99