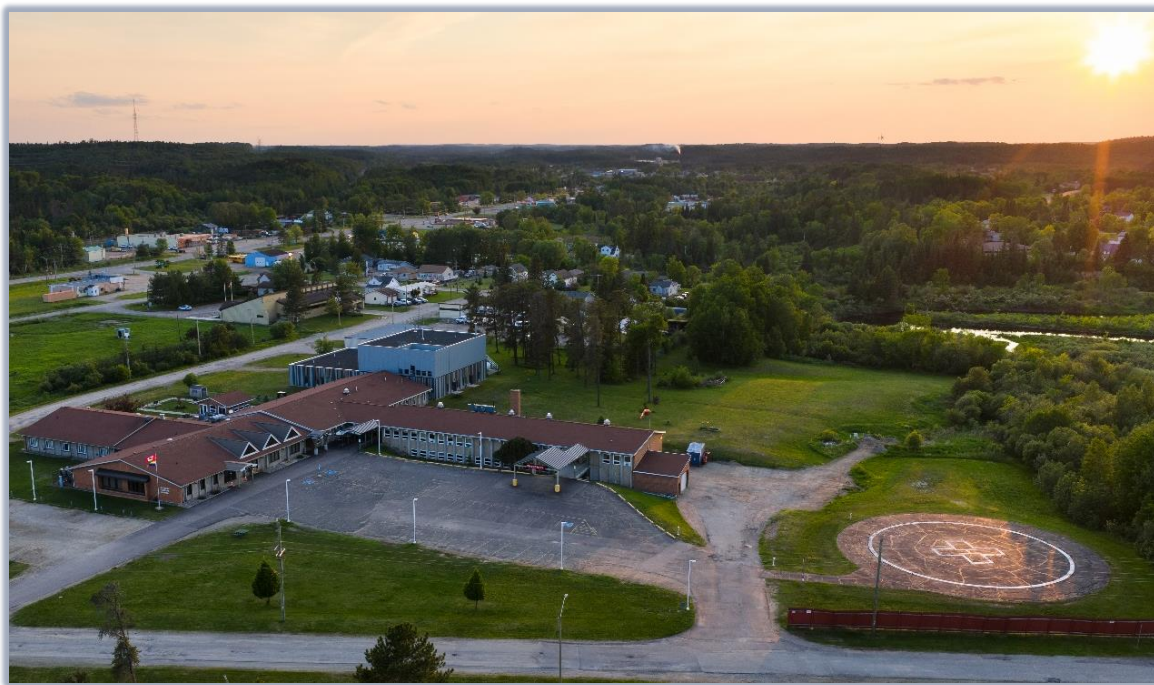




AHCS

Atikokan Health and
Community Services

Annual Report 2025 - 2026



Inclusive - Compassionate - Quality Care

Introducing our team...

<u>Board Members 2025 – 2026</u>	<u>Management Team</u>
Stacey O’Sullivan, Chair Dawn Lessard, Vice Chair Gord Knowles, Town Representative Sylvia Parker Mary Makarenko Korri Loveday	Jennifer Learning, CEO Stacey Wood, CNO Blake Homer, CFO & Corporate Services Dr. John Fotheringham, Chief of Staff Alan Poelman, Long-Term Care Manager Amber Horricks, Health Records Manager Bridget Davidson, Family Health Team manager Bridget Davidson, RAAM Clinic Manager Cheryl Maki, Nurse Manager Janice Kitchen, Environmental Services Manager Jessica Rowlands, Outpatient Manager Bonnie Clairmont, Executive Assistant

Key Accomplishments

- **Launch of new logo and website:** After 3 years of work, we finally launched a new logo to represent a new organization with the vision of becoming ONE team. We launched a new website to improve system navigation for patients and those seeking to learn more about our programs and services.
- **Launched our Equity and Diversity Framework:** Created a 5-year plan to improve our equity, diversity and inclusion footprint on our organization.
- **Organizational Restructuring plan was launched:** April 1, 2025 was the launch of the new organizational structure where we reduced our managers from 12 to 9 while creating more access to managers through changing workloads.
- **New staffing plan for LTC and Acute care:** Changed the staffing on ECW to increase the number of RPNs and PSWs to meet the Fixing Long-Term Care Act mandate of 4 hours a day of care per resident.
- **Patient survey results:** Continued to send out surveys to our patients to find out how to improve services with 96% of respondents rating their experience between 8 and 10 with 10 being the highest rating.
- **Staff education:** Throughout the year we offered various educational opportunities for many of our staff across all the different agencies. We also supported the RPN program through Confederation College as well as the PSW program through Humber College.
- **Infrastructural Upgrades:** Throughout the year we continued to make various improvements to our hospital, finishing up the sprinkler project, putting in new sinks and counters in ECW and upgrading equipment throughout the hospital.
- **RAAM Clinic opening:** We successfully created a RAAM clinic and opened the doors in September. The RAAM clinic is a result of many partnerships and would not have been possible without the support of the Family Health Team staff.

CEO Report

The 2025–2026 fiscal year was one of significant change, growth, and transformation for Atikokan Health and Community Services. While we faced several operational challenges throughout the year, we also achieved important milestones that will strengthen our organization and position us for future success.

One of our most visible accomplishments was the completion and launch of our new corporate website, a project more than three years in the making. This initiative was accompanied by the introduction of a refreshed organizational logo and updated signage across all four of our facilities, creating a more cohesive and recognizable identity for our organization and the communities we serve.

A major organizational priority this year was the commencement of our transition to the Meditech Expanse electronic medical record system. This multi-year project represents one of the most significant technology investments in our organization's history. While implementation remains on schedule for spring 2027, the planning, preparation, and system design work required over the past year has been substantial. I would like to acknowledge the outstanding leadership and commitment of our Chief Financial Officer and all the staff whose dedication has been instrumental in advancing this complex initiative.

Our commitment to accessibility continued through updates to our Accessibility Plan. Planned improvements include the installation of additional automatic doors and modifications to key facility entrances and washrooms to better accommodate individuals with mobility challenges and bariatric equipment. These investments reflect our ongoing commitment to providing safe, equitable, and accessible care environments for all.

In addition, we established a Patient Safety Framework that will guide our quality and safety initiatives in the coming years. This framework reinforces our commitment to ensuring patient safety remains at the centre of every decision, process, and service we provide.

Creating an inclusive and culturally responsive organization remained an important focus throughout the year. We developed a comprehensive Equity, Diversity, and Inclusion (EDI) Framework with input from Board members, managers, supervisors, and staff. Through consultation sessions and workplace walkabouts, employees shared valuable insights that helped identify opportunities for improvement and informed our future priorities.

One area identified through this work was the need for expanded cultural education and awareness. In partnership with the Rainy River District Ontario Health Team, managers and supervisors participated in San'yas Indigenous Cultural Safety Training. We have also continued building relationships with Indigenous partners throughout the region to support ongoing education and meaningful engagement opportunities for staff and leadership.

Beyond our organization, I continue to serve as Co-Chair of the Rainy River District Ontario Health Team. This role provides valuable opportunities to collaborate with healthcare leaders across the district as we work collectively to improve patient care, strengthen partnerships, and address shared healthcare challenges.

Recognizing and celebrating our people has also become an important organizational priority. This year, we expanded our efforts to acknowledge employee and physician years of service, recognizing the dedication, expertise, and commitment that contribute to our success. These individuals are the foundation of our organization, and we are deeply grateful for the care and compassion they provide every day.

As we look toward the future, our focus remains on delivering exceptional care while fostering a positive, supportive, and engaging workplace culture. Guided by our vision, "**One Team Optimizing Quality Care for YOU,**" we remain committed to continuous improvement, collaboration, innovation, and excellence in service delivery.

On behalf of the leadership team, I would like to thank our staff, physicians, Board of Directors, community partners, and patients for their continued support and trust. Together, we are building a stronger healthcare system for the residents of Atikokan and the surrounding region.

Respectfully submitted,
Jennifer Learning, CEO and LTC Administrator



Board Chair Report

Atikokan Health and Community Services (AHCS) is rooted in the fabric of our community. Our staff and physicians live and work here, where we serve our families, our friends and our neighbors by providing consistently excellent health care. We continually look for ways to improve and provide needed services to our population.

This past year has brought significant financial constraints and rising costs across the country, and the healthcare sector is no exception. AHCS is deeply committed to preserving and improving access to medical treatment in our region while maintaining strict financial responsibility. We are working closely with Ontario Health and the Ontario Hospital Association to identify cost savings, manage our financial requirements, and work toward a balanced hospital budget without compromising patient care.

We are updating and unifying our physical presence in the community by replacing the signage across AHCS facilities and will soon install a new, illuminated sign and automatic doors at the main hospital entrance to improve visibility and accessibility.

We extend our gratitude to the Atikokan Hospital Foundation for their continued generosity. This year they have funded the purchase of a new meal cart, a clothes labeler and specially designed beds for the Extended Care Wing as well as new furniture for the Acute Care patient lounge.

Our ongoing staff education ensures all AHCS employees maintain their high standard of training and skill. Our commitment to improved health care continues with the spring 2027 implementation of Meditech Expanse. This new health records platform will replace our outdated system and allow regional access to medical records. AHCS has also launched a new, more user-friendly website that features photos of our local area and better reflects our dedicated staff and the community we are proud to support.

On behalf of the Board of Directors, I would like to thank our staff, physicians and volunteers for their dedication to AHCS.

Stacey O’Sullivan
Board Chair

Chief of Staff Report

We have been fortunate that over the past twelve months, physician numbers have remained stable. We continue to be fully staffed, and I am thankful to have such a dedicated group of physicians to work with. I am also thankful for all the exceptional staff and management teams who keep the hospital running smoothly under what have often been challenging conditions. It takes everyone working together to make this the sort of place that people want to spend their careers.

We said goodbye to Dr. Zara Ahmed this year, who has moved on after practicing here for a number of years. We are happy to welcome Dr. Michelle Ebere, who came to us by way of the Practice Ready Ontario (PRO) program, to the practice and to town.

Over the past year, we've had a steady stream of PRO program candidates who have assisted us in providing primary care while completing their monitoring requirements. They have proved to be a valuable resource to the community, and we will continue to see them regularly in the coming year. We have hosted a number of medical students and residents for their clinical placements, including some students from Atikokan. In the coming year, it looks like we'll be hosting more students than we did this year. This is important as it helps us lay the ground work for the future of medical care in Atikokan.

Dr. John Fotheringham
Chief of Staff

AGH Foundation Annual Report

The AGH Foundation continues to work towards providing funds to ensure quality medical equipment is available to our community. Our focus this past year was mainly on the replacement of furniture and beds in the Extended Care Unit. We were able to manage this through donations and sponsorships from local organizations, businesses and community donors. Funds raised by the Foundation for the 2025-26 year totaled \$114,109, and we are thankful to all of the donors for their generosity.

The Split the Pot Lottery, from which the Foundation receives a portion of funds, has again proven to be successful for both the Foundation and the lottery winners within our community. We appreciate all those who support our hospital by their participation. The program continues to provide monthly prizes and purchasers can subscribe to be automatically included in every monthly draw. Visit www.splitthepot.ca for more information.

Again, we ran 2 fundraising campaigns during the year. The Summer campaign funds were specified towards the purchase of new beds for the Extended Care Unit. The Christmas campaign funds were designated for the purchase of a new automatic ventilator for the Emergency Department. We have committed to providing funds for the purchase of a Hamilton Ventilator. Beds, door stickers, dining room tables and chairs for the Extended Care Unit were purchased this past year in addition to a chemistry analyzer for the laboratory, bringing the total costs to just over \$130,000. We have also committed to providing funds for the purchase of new furniture for the Acute Care Patient Lounge.

The Foundation Board of Directors hosted a Christmas Tea in the Extended Care Unit for the residents. Snacks were provided and Christmas cards delivered. Thanks go out to all the staff who provided their assistance.

The Foundation Board would like to acknowledge Kim Cross who left the board this past year to pursue other interests. Kim was one of the original board members. She started as the hospital CFO representative and continued to serve the board after retirement as a community representative and AGH Foundation Chair. We wish her all the best in her future endeavors and are grateful for her commitment, dedication and hard work over the years.

The Foundation Board includes community members Pat Martin Co-Chair, Marie Cornell Co-Chair, Shelby Davidson and Bonnie Gouliquer, ACHS Chair Stacey O’Sullivan, CFO Blake Homer and Executive Assistant Bonnie Clairmont. The members of this board understand the importance of our contributions to the hospital and have committed to ensuring the Mission of the AGH Foundation is met each year. We thank them for their support.

On behalf of Pat Martin, AGH Foundation Co-Chair and myself, we wish you all a safe and healthy summer!

Marie Cornell, AGH Foundation Co-Chair



Chief Nursing Officer Annual Report

It is my pleasure to present the annual report for Nursing and Clinical Services at Atikokan Health and Community Services. This past year was marked by both meaningful accomplishments and significant operational challenges, and I am proud of the dedication, resilience, and professionalism demonstrated by our teams throughout the year.

Our hospital continued to provide safe, patient-centered care across all clinical service areas while navigating workforce pressures and increasing demands on services. Despite these challenges, our staff remained committed to supporting patients, families, and one another, ensuring continuity of care and a strong sense of teamwork across the organization.

Staffing and Leadership

Staffing remained one of our most significant challenges this year, particularly in management positions. We experienced long-term vacancies in both the Nurse Manager and Outpatient Services Manager roles, which placed additional pressure on the leadership team and required ongoing collaboration to maintain operational continuity. We are very pleased that both individuals returned to their positions late in the fiscal year, and their return and great work they are doing has been a tremendous help to the organization.

Early in the year, the hospital was heavily dependent on agency staff to help maintain safe and consistent nursing coverage due to retirements, relocations, and leaves due to maternity and medical reasons. Through sustained effort and improved staffing stability, we were able to achieve a brief period from November to March during which no agency staff were required. This was an important accomplishment and reflected the dedication of our internal teams and leadership in strengthening workforce resilience.

Despite the many changes and challenges related to staffing, including the need for overtime and additional hours from many team members, patient care remained our top priority throughout the year. This commitment is reflected in our inpatient and outpatient survey results, which remained positive across all clinical areas throughout the year and continue to demonstrate the high quality of care provided by our teams.

We also continued to support the development of future healthcare professionals through partnerships with Confederation College and Humber College. Of the six RPN students who completed their education and training here in Atikokan through Confederation College, four accepted positions at AHCS at the conclusion of their program. Additionally, we supported two housekeeping staff to obtain their PSW certificate through the “Learn & Earn” Program through Humber College and were subsequently offered PSW roles. These successes affirm our organization as a supportive learning environment and a strong site for local recruitment.

Achievements and Priorities

Our focus throughout the year remained on maintaining safe staffing, supporting new staff and students, enhancing the patient and staff experience, and supporting our subject matter experts with the rollout of the new Electronic Medical Record project, Meditech Expanse.

We supported physiotherapy, nursing, and PSW students in their clinical placements, contributing to their development as future health professionals and strengthening our culture of mentorship and learning.

In addition, we made additions to our interdisciplinary teams by hiring a full-time occupational therapist which strengthened our rehabilitation team and services and enhanced access to care for patients. Additionally, a full-time Dietitian was brought on board to serve Acute, Long-Term Care, and Outpatient areas at our Family Health Team. New equipment upgrades in Diagnostic Imaging, the Lab, and Acute/ER departments helped improve delivery of care and services.

A significant achievement this year was the launch of the electronic Canadian Triage and Acuity Scale (eCTAS) in our Emergency Department. This is a real-time digital tool that standardizes patient evaluation and prioritization, ensuring timely and appropriate care based on patient condition. Widely used across Ontario's Emergency departments, eCTAS enhances patient safety and care quality.

More information on specific highlights from each of our clinical service departments can be found in the department specific reports.

Looking Ahead

As we move forward, our priorities will focus on continuing to strengthen recruitment and retention, supporting leadership continuity, preparing staff for the transition to Meditech Expanse and building on the progress made in staffing stability. We will continue to invest in our staff, support learning opportunities, and work collaboratively to ensure the delivery of safe, high-quality care to the communities we serve.

I would like to sincerely thank all members of the Nursing and Clinical Services teams, as well as our physicians, support staff, leaders, students, and volunteers. Your commitment and hard work are essential to AHCS' success and the exceptional care we provide every day.

Respectfully submitted,
Stacey Wood, Chief Nursing Officer



Chief Financial and Corporate Services Officer Annual Report

Fiscal 2025/2026: Overall, this year marks another year of change and challenges, primarily due to staffing and financials. Starting April 1st, we have hired an Environmental Services Manager to assist in the management of our Dietary, Maintenance, IT, and Housekeeping/Laundry Departments. This position has been effective in adding support for each department during a year of significant staffing challenges. We have had difficulty maintaining staffing in some of our departments – and - especially for Dietary, with many of our employees working extra shifts. I want to extend my gratitude to our employees who have stepped up to fill the gaps; we are lucky to have their dedication to ACHS. We still have some positions of high urgency, such as in our IT department, that we are looking to fill for the fiscal year 26/27.

Some capital projects which were completed or have made progress during the year:

- Our sprinkler installation, which has been in the progress for a few years has finally reached completion. This has been a multi-year project involving the co-operation of multiple departments and various contractors. We are very pleased to have this project completed and are grateful for the hard work of all involved.
- We have started a multi-department project of improving accessibility and usability of various areas. Work commenced in the main entrance, in preparation for a replacement of the front doors, a new wider interior hallway door, as well as new flooring. Work continued throughout the remainder of the service wing and long-term care wing, continuing to increase accessibility throughout high traffic areas. This will improve the ability for patients, community members, residents, and staff to access various areas of the facility. In the long-term care wing, preparations were made to partially renovate one of the washrooms to allow for a wider door and new flooring for the purposes of allowing bariatric equipment and easier access. This project is expected to be completed in early 2026/2027.

Throughout the fiscal year, we also have continued our work towards the Meditech Expanse project. This project involves the changeover of our medical record system and is a multi-hospital regional effort. The amount of workload on our staff for this project has been extreme and has impacted virtually every patient facing department and our IT infrastructure. Currently, we are continuing towards completion of the design and implementation of the system, with training anticipated to start in fall/winter of 2026. The goal for this project to be completed by spring/early summer 2027. I want to thank all for the hard work our staff, subject matter experts (SMEs), and our Expanse Lead have put towards this project. We are hopeful that this project will result in a more modern and efficient system for all users.

Financially for the year, we have ended in a deficit of around 2%. As the events of the last few years (COVID, Bill 124, higher than average inflation) are now behind us, our team is actively working toward long-term sustainability. We, like other hospitals in the province, are working with Ontario Health and the Ministry of Health to find solutions and solidify a plan to reach a long-term balanced budget. Due to inflation, we continue to see increases to our staffing and good & services costs. During 2025/2026, we have received some one-time financial supports to assist with in-year pressures and cash flow. These one-time supports have been vital to cash position of the organization. We have also started a new program located on Main Street for a RAAM Clinic (Rapid Access to Addiction Medicine). The start of this new program further increases our 'other votes and program' activity. We have seen an increase in these activities over the last 5 years substantially due to the changing nature of health care, as AHCS takes on additional services and responsibilities. Similar to last year, we have also seen significant vacancies in key positions due to leaves or staff availability. While historically in the last few years we have relied on agency usage, we were able to decrease the reliance on agency staff for a good portion of the year due to an improvement in staffing. As of year-end, we are looking at needing agency staff once again which may impact 26/27 financial results negatively. The full financial results can be found in our Audited Financial Statements which are available on our website.

Blake Homer, CPA
Chief Financial and Corporate Services Officer



Atikokan Health and Community Services – Statement of Operations (DRAFT)

For the year ended March 31,	2026	2025
Revenue		
Ministry of Health Base Allocation	\$10,859,905	\$10,085,921
Ministry of Health One-Time Payments	354,535	1,381,559
Hospital On-Call Coverage	115,118	101,145
Visiting Specialist Funding	24,081	22,790
Other Revenue (Schedule 1)	1,672,791	1,597,170
Amortization of Equipment Grants/Donations	188,418	158,856
Provision for Recoveries	(79,188)	(244,346)
Total Revenue	13,135,660	13,103,095

Expenses

Salaries and Wages (Schedule 2)	8,163,677	7,604,869
Employee Benefits (Schedule 3)	1,885,322	1,652,851
Employee Benefits Future Costs (Recovery) (Note 15)	(29,200)	(26,700)
Medical Staff Remuneration (Schedule 4)	257,375	570,516
Supplies and Other Expenses (Schedule 5)	2,392,517	2,150,685
Drugs and Medical Gases	57,012	54,043
Medical and Surgical Supplies	293,914	250,245
Bad Debts	12,706	963
Amortization of Software Licenses	-	76,319
Amortization of Equipment	301,955	275,613
Total Expenses	13,335,278	12,609,404
Excess (deficiency) of Revenue over Expenses from Hospital Operations	(199,618)	493,691
Other Items		
Amortization of Building Grants/Donations	535,174	527,524
Amortization of Land Improvements and Building	(688,797)	(619,336)
Loss on Disposal of Capital Asset	(5,496)	(3,111)
	(159,119)	(94,923)
Other Votes and Programs - Revenues (Schedule 6)	2,928,010	2,245,434
Other Votes and Programs - Expenses (Schedule 6)	(2,328,618)	(2,026,998)
Other Votes and Programs - Provisions for Recovery (Schedule 6)	(571,169)	(220,102)
	28,224	(1,666)
Excess of Revenue over Expenses for the Year	\$ (330,513)	\$ 397,102

DEPARTMENTAL REPORTS

Here is what happened in the various departments over the past year.

EXTENDED CARE WING

Overview

During the 2025-2026 fiscal year, the Extended Care Wing implemented a number of important changes aimed at improving the lives of residents who call ECW home. The team worked diligently to enhance the quality of care, strengthen safety and comfort, and foster a more supporting environment for residents, staff, and families.

The report highlights the major developments that occurred over the past year.

Staffing Improvements

Enhanced Staffing Complement: On March 27, 2025, we implemented a revised staffing complement to better align with the Ministry's directive to provide an average of four hours of direct care per resident per day. This included the addition of one Personal Support Worker for 8 hours per day and one Registered Practical Nurse for 12 hours per day to support clinical needs such as dressing changes, assessments, treatments and additional clinical support for the nurse already assigned to the unit. These changes have allowed staff to spend more time with residents, improve the quality of care, and reduce burnout.

Ongoing Recruitment: Recruitment remains a priority, and steady progress has been made toward reducing staffing shortages and strengthening our team. This year, we supported two housekeeping staff members in obtaining their Personal Support Worker certification through Humber College's PSW Learn & Earn program. The program supports existing long-term care employees across Ontario through three months of online training, followed by a clinical placement. Both staff members graduated in September and immediately began working as permanent part-time PSWs, making a meaningful contribution to our staffing complement.

BSO Recreation Therapist: We supported our full-time Recreation Coordinator in completing additional education and training in behavioural supports, which allowed us to establish a full-time Behavioural Supports Ontario (BSO) Recreation Therapist position. This role supports residents living with responsive behaviours related to dementia, mental health, and other neurological conditions through leisure, recreation, and purposeful activity. It also provides valuable support to Extended Care staff and residents, as well as to acute care patients and staff who care for individuals exhibiting responsive behaviours.

Resident Care Enhancements

Additional Recreation Support: A part-time Recreation Assistant was hired to further improve residents' quality of life. This position allows us to expand recreational programming, increase opportunities for physical, cognitive, and social engagement, and offer activities at different times of day, on weekends, and through additional outings throughout the year.

'Willow Room' & Palliative Care Education: We completed the setup of our palliative care room, now known as the **Willow Room**. This space offers a homelike, peaceful environment where residents and families can spend time together during end-of-life care. The room is furnished with a sofa bed, television, recliner chair, hospital bed, bathroom, coffee machine, and fridge to support family members who wish to stay with their loved one. The name "Willow Room" reflects resilience and peace. The name also fits with a palliative approach to care that emphasizes dignity, comfort, and family support.

Palliative care education: We introduced education for RPNs and PSWs with support from the RNAO. Short sessions were provided throughout the year on palliative and end-of-life care, helping staff build the skills and confidence needed to provide compassionate, high-quality care.

Capacity and Technology Updates

New Beds: Five new beds were purchased for LTC residents this year. These beds are designed to better meet residents' needs and include safety features such as bed exit alarms, under-bed lighting, and positioning mechanisms that may help reduce the risk of pressure injuries. One of the beds purchased was a specialized bariatric bed to better accommodate residents with higher support needs.

New Dining Room Tables and Chairs: With support from the Hospital Foundation, all new dining room tables and chairs were purchased. These new furnishings add a warmer, more homelike feel to the dining environment while also improving comfort and posture during meals. Some of the tables are adjustable to better support residents with differing seating needs.

Food Delivery Cart: A new enclosed food delivery cart was purchased to support residents who choose to have meals delivered to their rooms. The enclosed design helps keep meals warm and is also useful during outbreak situations, as it helps contain trays from isolation rooms and reduce the spread of infection.

Continuous Quality Improvement

Our LTC Continuous Quality Improvement Committee continues to identify opportunities to improve the quality of life, care, and services provided to residents. This past year, the committee focused on the following priorities:

- Improving safety within the home.
- Improving resident satisfaction with staffing.
- Enhancing recreational activities and increasing opportunities for resident outings.
- Improving laundry services within the home.

A full copy of the report is available on our website and posted in Extended Care Wing.

Looking Ahead

As we look ahead to the coming year, our focus will remain on delivering resident-centred care, supporting our staff, and continuing to strengthen the environment at Extended Care Wing. We are proud of the progress made this year and remain committed to building on this foundation through ongoing improvement, collaboration, and compassion.

Alan Poelman
Manager, Long Term Care

HEALTHCARE STATS

Our Emergency Department had 4673 visits in the 2025/2026 fiscal year.

During this period, we had 360 patients that met with their specialists through Telemedicine.

ATIKOKAN COMMUNITY COUNSELLING SERVICES**Service Delivery Highlights:**

In 2025/2026 Community Counselling offered flexible, client-centered counselling services; including individual, couples and group therapy. Services were available in-office, in Emergency department, to hospital inpatients, at clients' homes and via phone and video appointments. Staff also attended medical and psychiatric appointments with clients as required.

Community counselling staffed an on-call service throughout the year, despite staffing challenges. They responded to after-hours and weekend calls from the Emergency and Acute departments, in addition to responding to urgent day-time calls.

Intensive Case Management:

- Provided comprehensive case management through home and office visits, and community walks.
- Delivered support via the Rent Supplement Program.
- Liaise with community organizations such as CMHA Atikokan Branch to offer community programming.

Community Outreach & Group Engagement:

- Summer BBQs for the public; Community Cleanup Day.
- Psychoeducation provided to Community Living staff.
- Drop-In counselling support at the Rainy River District Women's Shelter of Hope.
- Counselling support provided to the Teen Centre during fall and winter months.
- Presentation about Community Counselling services at The Gathering Place.
- Attended Interagency meetings.

Professional Development & Training:

Team members engaged in numerous educational opportunities, including:

- Leadership Retreat at AEDC: "Sandbox Strategies for the New Workplace" with Penny Tremblay
- Webinars, workshops and longer programs:
 - Rethinking ADHD (Gabor Mate and Terry Matlen)
 - Compassionate Inquiry: Suicide Attention Training
 - The H.E.A.L. Method (Gabor Mate) to heal trauma
 - Race, Culture & Identity: What you were never taught. (Relational Life Institute)
 - Indigenous Culture Training (Mukwa Consulting, Craig Abotossaway)
 - The Mindsight Approach to Well-Being: A Comprehensive Course in Interpersonal Neurobiology (Dr. Daniel Siegel)

Committee & Collaborative Engagement:

Staff actively participated in various internal and external meetings and initiatives, including:

- Hosted two visiting psychiatrists from CAMH to provide increased psychiatric support to the community in February 2026
- Weekly clinical, monthly staff meetings and Department Head and Accreditation meetings
- MediTech Expanse related meetings: Subject Matter Expert; Information Steering Committee; Local Delivery Board
- Coordination with Connex to manage waitlists, and with Webex for Service Directory information
- Attendance at RRDOHT meetings

Barb Kwasnicia, BscN, BSW, RSW
Community Counselling Operations/Therapist

**TOTAL PROGRAMS**

Community Counselling saw 157 new counselling programs open in the 2025-2026 fiscal year.

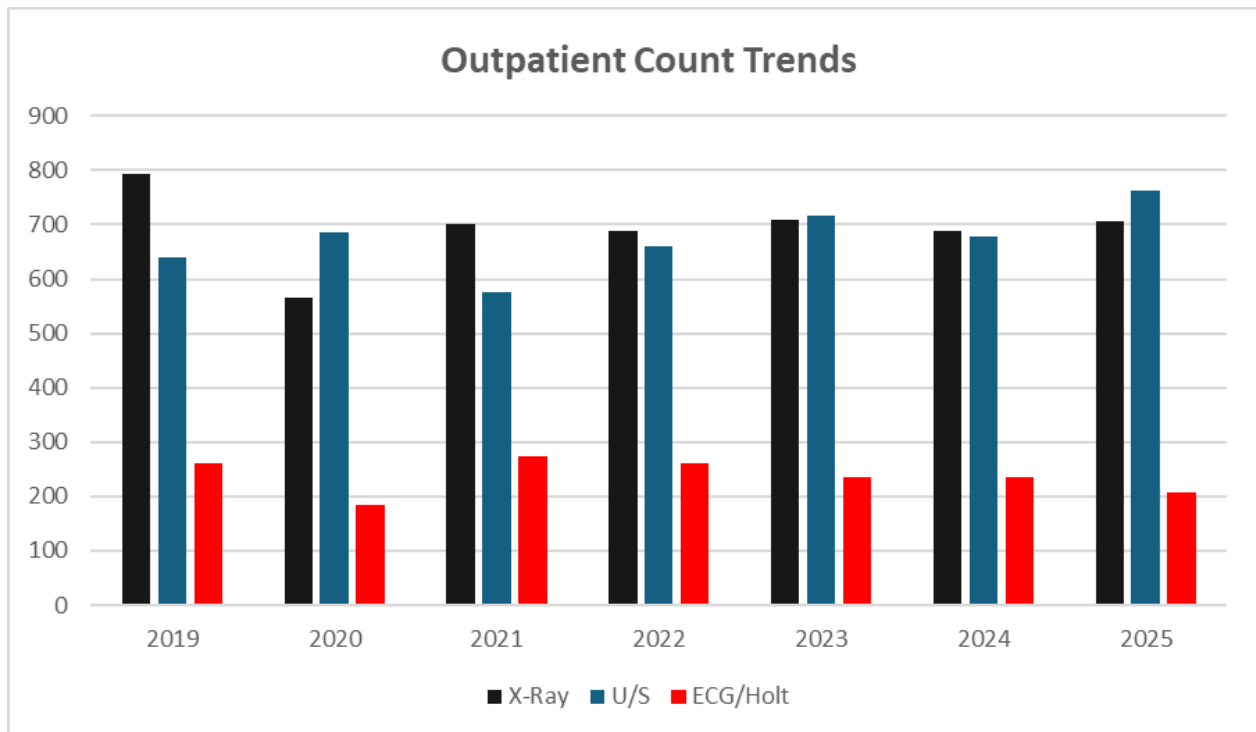
DIAGNOSTIC IMAGING

The Diagnostic Imaging (DI) department has maintained ability to offer outpatient and inpatient/ER Imaging services despite staffing fluctuations throughout the year.

For a portion of the year the DI department was up to our full complement of four staff members: two X-ray techs and two dual ultrasound/X-Ray techs, in time for the additional workload created by the Meditech Expanse project and a record year for ultrasound orders.

We experienced several staffing changes throughout 2025–2026. One of our Full-time X-ray technologist, Katrina, was on maternity leave until September 8, 2025, where we had temporary coverage during that time to maintain appropriate staffing levels. We had a part-time vacancy late in the fall of 2025 when Monica Young joined the DI team as a part-time X-ray technologist on September 29, 2025. We were able to offer evening appointments for outpatients for a brief time starting in October 2025 to the end of the fiscal year.

The new ultrasound machine was purchased in February 2025 and installation and training on the new machine took place early in the fiscal year. The new unit has proved a major asset to our imaging services. Follow-up studies using the new machine demonstrate a marked improvement in visualizing pathology.

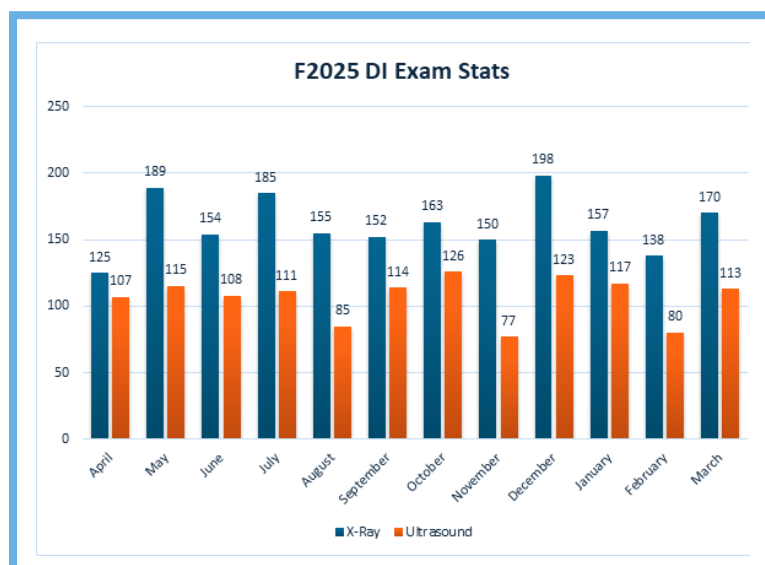


Ongoing Challenges:

1. Portable X-Ray machine is at end-of-life and continues to have unexpected software failures requiring service calls.
2. Unable to re-activate Portable X-Ray machine's wireless functionality.
3. Finding additional ultrasound training opportunities that are cost-effective.
4. Online medical image sharing platform PocketHealth remains unestablished.

Robert Herrmann

Diagnostic Imaging Manager



TOTAL PATIENT VISITS

The Diagnostic Imaging Department had a busy year completing a total of 1675 patient visits for the 2025-2026 fiscal year.

DIETARY

The Dietary Department has experienced positive developments and continued progress in enhancing food service delivery and operations during this reporting period. Highlights of key activities, improvements, and initiatives are outlined below:

Staffing Updates

- A few new part-time staff members commenced their rotations within the last few months, increasing workforce flexibility and coverage.
- One part-time staff member has now become full-time.

Equipment Upgrades

- To enhance infection control and streamline service, Extended Care has introduced a new tray cart. This upgrade supports efficient tray delivery during outbreaks, helping to limit exposure and maintain a safe, well-contained environment.

Menu Planning and Special Meals

- We enhance our dining experience by offering a special meal outside of our regular menu each month. During the summer of 2025, this was expanded to twice monthly, giving residents even more to look forward to, especially our popular hands-on pizza-making lunches, where residents actively participate in creating their own meal.
- To keep menus fresh and seasonal, we offer two rotating menus each year, Spring/Summer and Fall/Winter, along with corresponding snack menus tailored to each season. This approach ensures variety, choice, and an enjoyable dining experience year-round.

Community Support – Meals on Wheels

- The program currently serves 15 community members, ensuring consistent access to nutritious meals for those in need.

Celebrations

- In October, we proudly celebrated Healthcare Foodservice Worker Week by recognizing our dedicated staff with pizza and special treats as a token of appreciation for their hard work and commitment.
- During the holiday season, we also hosted a Friends and Family Christmas Dinner, where each resident had the opportunity to invite a loved one to join them for a festive turkey and ham meal, creating a warm, inclusive, and memorable celebration for all.

Alyson Allen
Dietary Lead Hand

FAMILY HEALTH TEAM

The 2025–2026 fiscal year presented both opportunities and challenges for the Atikokan Family Health Team (AFHT). Throughout the year, the organization experienced several staffing transitions, including a registered nurse commencing maternity leave and the Program Assistant accepting a position with Community Counselling. To maintain service continuity, the AFHT successfully recruited a temporary registered nurse who also played a key role in supporting the establishment of the Rapid Access Addiction Medicine (RAAM) Clinic during the spring and summer of 2025.

A new Program Assistant joined the team and has made significant contributions to improving program tracking, data collection, and reporting processes. The organization also managed extended medical leaves involving both Registered Practical Nurses at different points throughout the year, creating challenges in maintaining core programming and service delivery.

The Chief Nursing Officer continued to provide clinical leadership and support to nursing staff while working collaboratively with the Primary Care Committee, which meets monthly to review medical directives and address emerging primary care issues within the community. Throughout the year, considerable effort was dedicated to strengthening collaboration between the hospital and the Family Health Team to enhance patient care and service integration.

Partnerships with the Rainy River District Ontario Health Team (OHT) proved valuable in advancing primary care initiatives. Through OHT support and funding, the organization was able to address local primary care needs and participate in a physician and leadership design session focused on improving governance structures, service delivery models, and access to primary care within the community.

The Chief Executive Officer took on the role of providing overall management oversight for the Atikokan Family Health Team in March 2026, while the Chief Nursing Officer maintained responsibility for clinical support and program development. Together, these leadership roles have strengthened organizational alignment and supported ongoing service improvements.

Despite staffing challenges, nursing staff demonstrated exceptional commitment and resilience, maintaining access to primary care services while also supporting community home care nursing needs. The organization extends its sincere appreciation to all team members for their dedication throughout the year. Looking ahead, the Atikokan Family Health Team is focused on strengthening partnerships, maintaining full staffing levels, and expanding programs to better meet the evolving needs of the community.

PATIENT SATISFACTION

89% of patients received a same day or next day appointment with the Nurse Practitioner when it was requested.

HEALTH PROFESSIONALS RECRUITMENT AND RETENTION**Recruitment and Retention**

- One new full-time physician, Dr. Michelle Ebere, signed on with the Atikokan Medical Clinic for a 3-year return of service through the Practice Ready Ontario (PRO) program.
- We remain at our full complement of seven physicians for the community of Atikokan.
- 2 physicians were recognized for their long-standing service: Dr. Joanne Spencer with 30 years of service, and Dr. Sara Van Der Loo with 20 years of service.
- Dr. Van Der Loo was also recognized by the Society of Rural Physicians (SRPC) with a Rural Long Service Award.

Locum and Medical Learners

- 12 locum physicians staffed our Clinic and Emergency Department throughout the year to ensure continuity of patient care.
- 4 Practice Ready Ontario (PRO) candidates completed their 12-week clinical assessments under the direct supervision of our physicians.
- 10 medical students and residents from the Northern Ontario School of Medicine (NOSM) completed their placements / clerkships in Atikokan learning from our physician group.

Physician Recruitment Events

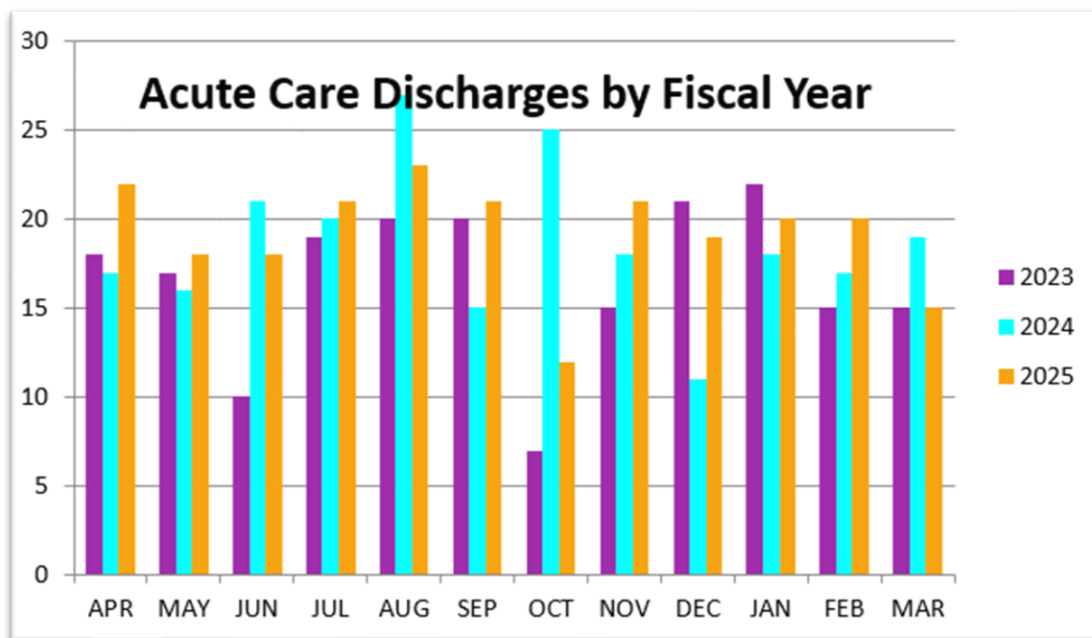
- NOSM Community Concierge Event was attended on November 13-14, 2025 in Sudbury, Ontario. This event included a professional development day for recruiters, followed by a networking dinner and community connection gathering where recruiters had the chance to engage with residents and learners directly.
- Rural and Remote Medicine Conference was attended on April 24-26, 2025 in Winnipeg, Manitoba. This event provided recruiters the opportunities to connect with physicians, medical learners and their families who have a strong interest in practicing medicine in rural and remote communities.

HEALTH RECORDS

Staffing: The Health Records department is currently staffed with 2 full-time certified Health Information Professionals. Throughout the year we had turnover in the department for our part-time staff, and we are currently hiring to assist with the ongoing Meditech Expanse project, as well as provide additional clerical support to the department.

Continuing Professional Education: This year, our team was able to attend 13 education sessions via our CHIMA Annual Team Learning Subscription. These included education on privacy impact assessments, First Nations sovereignty in data and information governance, ethics, and more.

Clinical Data Submissions: Health Records staff submitted clinical data to CIHI for 4676 emergency room records and 230 acute care records in fiscal 2025-2026.



Access to Patient Information Under the Personal Health Information and Protection of Privacy Act (PHIPPA): There were 120 requests for access or disclosure of personal health information completed, resulting in \$1,907 total fees collected for processing the requests.

Meditech Expanse: Continuing work with the Meditech Expanse Electronic Medical Record upgrade has put additional workload on the Health Records department. As the EMR is vital to the role of Health Records, the team has been an integral part of our design and feedback process to the larger program. The transition to Expanse will heavily impact the Health Records department, but we are excited for better, more efficient technology.

Amber Horricks
Health Records Manager

HOUSEKEEPING/LAUNDRY

Housekeeping/Laundry has five full-time, six part-time, and 1 casual staff. Our staff has adapted to the new housekeeping hours, 11:30 a.m. to 7:30 p.m. We also added a laundry shift on Tuesday, Friday, Saturday and Sundays. This was a nice change on a Monday morning to come in and laundry is not piled up to the window. This was a much-needed change.

Between April 1, 2025 and March 31, 2026 we have laundered 151,976 pounds of laundry. This includes hospital linen, ambulance and the clinic all put together, so that makes it approximately 12,000 pounds of laundry per month.

We have been very lucky with new equipment. We have a new Huebsh 50-pound dryer, a new KARCHER floor scrubber, a new KARCHER vacuum, and also a new clothing label system from Unitherm.

Ruth Sportak
Lead Hand, Housekeeping/Laundry



HUMAN RESOURCES

The Human Resources Department has had a productive and impactful year, marked by high recruitment activity, successful internal mobility, and renewed efforts in employee support and attendance management. The following report summarizes key achievements and statistics from the 2025-26 fiscal year.

Recruitment and Staffing

- **48 external hires** were completed to fill open positions across various departments, reflecting our continued commitment to attracting talent aligned with organizational needs.
- **Over 100 interviews** were conducted, showcasing the department's diligence in ensuring candidates are thoroughly screened for optimal fit.
- **92 job postings** were managed, demonstrating the dynamic nature of staffing needs and internal career development opportunities.
- The **Atikokan RAAM Clinic** was successfully launched and fully staffed in a short notice effort to provide our community with access to addiction medicines due to the closure of the OATC.

Attendance Support Program

- The **Attendance Support Program** continues to be used to support employees to attend work regularly through timely interventions and support.
- Throughout the fiscal year there was a noticeable **decrease** in staff sick time.
- In Q2 of the fiscal year, we had 22 staff members on the program, we were able to finish Q4 with only 6 staff members on the program.

Agency Staffing

- Throughout the fiscal year we utilized **7 agency staff** to support our temporary staffing needs and maintain service continuity.
- This reflects a more than **50% decrease in agency staff** needed compared to the previous fiscal year.
- We were **agency free** from October 2025 – March 2026.

Internal Mobility and Union Staffing

- The department facilitated a total of **60 successful Unifor applicants** through both internal promotions and external hiring, supporting career progression and union engagement.
- Additionally, **7 ONA applicants** were successful through internal or external applications, reflecting collaboration across nursing and allied health professional roles.

STAFFING

AHCS currently has a total of 149 employees working at our various sites.

LABORATORY

The last year has been incredibly busy and difficult in the lab in part due to many staffing changes and role changes. We said goodbye to Julia Sportak, temporary full time MLA, and Liz Shine, our lead MLA for 40+ years, although both retained positions within the organization and both remained casual in the lab. We also welcomed back Brianna Bonnema from her maternity leave.

The lab staff were able to attend the lab symposium in the fall of 2025 which allows them to network and learn about new processes and machines available to labs.

The lab continued to improve its relationship with UHN and worked closely with the Kenora Rainy River Lab Program while everyone prepared for the lab accreditation set for the end of May 2026.

The lab struggled to find a better solution to offering patient appointments in the lab and we continue to work on solutions so patients can have a lab appointment at a time that suits them and allows for lab results to be available for patient physician appointments. The lab is planning to offer evening appointments once they have a new contract with ONA which will happen this summer.

A major accomplishment this year was the acquisition and implementation of a new chemistry analyzer. Significant effort has been invested in validating the equipment and integrating it into laboratory operations. To accommodate both chemistry analyzers, modifications were made to the physical laboratory space, resulting in a more compact working environment while maintaining service quality and operational efficiency.

The laboratory team's commitment to quality, adaptability, and continuous improvement has positioned the department well for future growth and accreditation success.

**TOTAL PATIENT VISITS**

The Laboratory had a total of 3625 patient visits for the 2025/2026 fiscal year.

MAINTENANCE

During the 2025–2026 year, the Maintenance Department completed a number of important projects and upgrades throughout the hospital and its associated properties. Electrical receptacles were installed in the lab and storage areas for all refrigerators, ensuring they are connected to generator power for emergency backup purposes. The department also assisted with the installation of the new chemistry analyzer in the laboratory.

In the dietary department, maintenance staff installed a new gas range in the kitchen. They also assisted with upgrades to the hospital's main entrance doors. Additional renovations were completed in the Emergency Room, including the construction of new cupboards to improve storage space for supplies. The ER supply room was also relocated to improve organization and workflow.

To accommodate changes in staffing, several office spaces were relocated and reconfigured for new managers. New office and Acute Care cubicles were installed to improve workspace organization and efficiency. Maintenance staff also assisted TBay Tel with camera installations throughout the facility. Improvements extended to hospital housing properties as well, including organizing the replacement of shingles at the Haarala Lane house.

Five new beds were assembled and placed in service on the Extended Care Wing (ECW). Plans are underway to review older beds and remove outdated equipment as necessary. Staff supported contractors during the renovation of the shower room on ECW. An eavestrough system was added at the ECW entrance to improve water drainage and reduce winter ice build-up.

Additional electrical receptacles and computer drops were installed to support the new Meditech Expanse project. Maintenance staff also completed the installation of a new vending machine for staff and visitor convenience.

Due to increased work demands associated with the Family Health Team (FHT), RAAM Clinic, Community Counselling, Ambulance Base, Rawn Road, and Haarala Lane properties, the hospital added a part-time maintenance position. A summer student position was also created to assist with grass cutting and general maintenance duties during the summer months.

Preventative maintenance continued to be a major focus throughout the year.

Priorities for 2026–2027

Key priorities for the upcoming year include servicing the Service Wing HVAC system and exploring the addition of two mini-split heat pumps in the laboratory to improve temperature control. Other planned projects include repairs and upgrades to the parking lot as well as improvements to the shipping and receiving entrance.

Corey Lavallee, Lead Hand
Maintenance

OCCUPATIONAL HEALTH & INFECTION CONTROL

Infection control:

- We are currently reviewing our Infection Prevention and Control (IPAC) program to ensure full alignment with Accreditation Canada standards and best practices.
- Compliance with employee vaccination documentation and N95 respirator fit testing and certification remains consistently strong, supporting a safe and well-regulated work environment.
- To strengthen transparency and communication, we have introduced “Outbreak Final Reports,” which are now shared with staff and stakeholders to summarize illness outbreaks at AHCS and highlight key learnings.
- We are actively transitioning to the Meditech Expanse electronic medical record system, with a go-live date scheduled for April 2027. This upgrade will support more advanced illness surveillance and strengthen our ability to monitor and respond to the needs of residents and patients.

Health and Safety Committee

- Through continuous tracking and analysis of workplace injuries, the Joint Health and Safety Committee (JHSC) identifies key trends and underlying causes. This data-driven approach allows for the implementation of precise safety strategies to effectively reduce workplace hazards.

Sarah Robertson

Occupational Health & Infection Control Coordinator

PATIENT AND FAMILY ADVISORY COUNCIL

The Patient and Family Advisory Council (PFAC) continued its mission to ensure patient- and family-centred care by providing guidance, feedback, and collaboration on hospital services. Over the past year, the council addressed topics related to language accessibility, service navigation, quality improvement, volunteerism, and patient feedback mechanisms.

Key Activities by Focus Area

A. Patient Communication & Language Access

- Voyce Translation App introduced and successfully used in the Emergency and Outpatient departments to enable real-time translation in multiple languages.
- Emphasis on culturally sensitive communication, including exploration of Indigenous dialect preferences for document translation.

B. Surveys & Patient Feedback

- Reviewed quarterly In-Patient, Emergency Department, Outpatient, and Long-Term Care surveys, with new questions added about complaint procedures.
- Analyzed trends and satisfaction levels; used findings to guide Quality Improvement planning.
- Enhanced patient complaint processes through a designated telephone line and clearer survey language.

C. Quality Improvement

- Participated in the development and review of the Quality Improvement Plan, including a new indicator: “Did you receive enough information about transitioning from ALC to Long Term Care?”

D. Community Engagement & Volunteerism

- Discussed recruitment ideas for Extended Care Wing volunteers through local advertising. Shared ideas of what a volunteer could do for the residents including reading, games, crafts, meal programs, and pet therapy.
- Council members were made aware of a recently created palliative care room, “Willow Room” which includes a couch that can convert to a bed, microwave, tv, fridge and lazy boy chair to allow family to comfortably stay with their family member on their final days.
- Patient and Family Advisory council members shared information on organizations they belong to and offered support to get our residents to community events.

E. Strategic & Operational Planning

- Reviewed AHCS’s new strategic plan, vision, values, and departmental operational workplans.
- Developed and shared a Patient Navigator job description, emphasizing Indigenous cultural and language knowledge. Funding for this position remains pending.

- Applied for funding for a Patient Navigator to support discharge planning and transportation.

3. Round Table Highlights

- Advocated for a private conference room for sensitive doctor-patient-family conversations.
- Discussed the recruitment and retention of local healthcare professionals, including engaging high school students through shadowing and presentations.
- The council discussed cultural palliative care for our indigenous residents and patients.

4. New Initiatives

- New venture of the Rapid Access to Addiction Medicine (RAAM) clinic to provide substance use support following the closure of OATC.
- Discussions around new indicators and initiatives for future Quality Improvement, including improved communication during discharge and respite care awareness.
- The Patient and Family Advisory Council reviewed the new Atikokan Health and Community Services webpage and signage with our new logo which brings together all programs that AHCS offers under one umbrella.
- The PFAC learned of a new transportation option available to community members. The Specialty and Diagnostic Transportation bus travels from Fort Frances comes to Atikokan on Tuesday, Wednesday and Thursday mornings taking clients to Thunder Bay for appointments. A transportation coordinator helps clients arrange their appointments.

5. Looking Ahead: Priorities for 2025–2026

- Continue translation and communication efforts across all care levels.
- Strengthen volunteer engagement and community awareness of PFAC.
- Secure funding for Patient Navigator role.
- Enhance outreach and visibility of PFAC, including virtual participation and updated promotional materials.

We are currently looking for more Patient and Family Advisory Committee members. If you are interested in knowing more about our committee, or wish to join, please contact B. Clairmont.

Jennifer Learning
President & CEO



PHARMACY

Staffing

- Corina White – Pharmacy RPN/Department Lead Hand – Full time
- Tricia Manduca – Pharmacy Technician – Part time
- Garry Prokopowich – Pharmacist – Full time (remote)

Report

It has been another busy and productive year for the Pharmacy Department at AGH. This year has had considerable time and effort dedicated to the Meditech Expanse Project in addition to all of the regular daily duties within the department. Throughout the year, the pharmacy staff remained committed to patient and medication safety and always ensuring that our patients come first and that strict compliance with all regulatory standards are met and followed. The department also underwent Ontario College of Pharmacists accreditation review in May of 2025 and is pleased to report that AGH remains fully accredited by the Ontario College of Pharmacists and Accreditation Canada.

Projects

Meditech Expanse

Since June 2025, the Pharmacy Lead has been extremely busy playing a key role in the Meditech Expanse Project as both the Subject Matter Expert (SME) for the Pharmacy Working Group and the Barcoding Project Site Lead for Atikokan General Hospital.

Subject Matter Experts (SME): Are trusted, knowledgeable team members who represent their department or discipline and contribute actively to the success of Meditech Expanse implementation. They will serve as leaders for change and innovation within their teams, participate in the design, validation and testing of Expanse workflows offering valuable insight to ensure the system reflects real-world clinical and operational needs.

Summary of the work the Pharmacy Working Group SME has completed so far, and the impact on the system/project:

The Pharmacy component of the Meditech Expanse implementation represents one of the most extensive areas of preparation required to support a safe and integrated electronic health record. While many pharmacy workflows will appear largely unchanged to end users at go-live, significant work has occurred behind the scenes to prepare the system and ensure medication safety.

Since June 2025, Pharmacy SMEs have participated in 25 working group sessions, reviewed and validated 20 future-state workflows, and completed 73 dictionary reviews ranging from minor configuration updates to complex clinical content validation. These activities represent only a portion of the effort required and do not capture the numerous site-specific meetings, information-gathering activities, research, testing, issue resolution, and interprofessional

collaboration required to support planning and decision-making throughout the project. Additional work has included line-by-line formulary and drug string reviews, as well as the transition of medication barcoding practices to align with Meditech Expanse standards.

These efforts are foundational to ensuring accurate medication management, supporting integrated clinical workflows, and enabling confidence in the system across pharmacy, nursing, physician, and allied health teams. The successful implementation of Meditech Expanse relies heavily on pharmacy expertise to ensure safe, efficient, and reliable patient care.

Rural Regional Pharmacist Program and Northwest Tele-Pharmacy

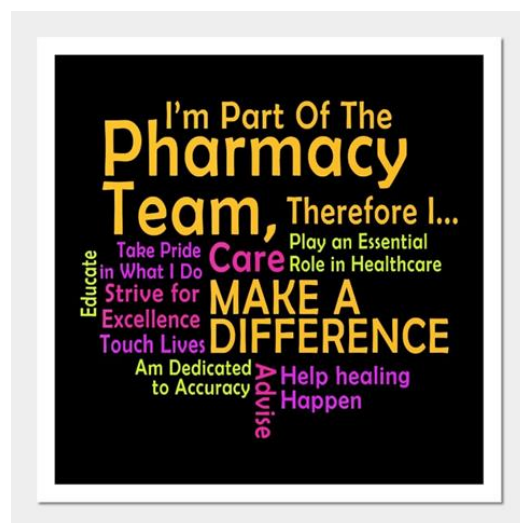
In late December, AGH was notified that the Regional Pharmacy Program (RPP) hosted and managed by Thunder Bay Regional Health Sciences Centre (TBRHSC) would no longer continue after March 31, 2026. The change was driven by significant pharmacist shortages at TBRHSC along with the additional workload related to Meditech Expanse at their site. The Regional Pharmacy Program has provided remote Pharmacist coverage and support to AGH and several other hospitals within the region for a number of years.

Thankfully, the program was successfully transitioned into the Rural Regional Pharmacist Program, now hosted by Riverside Health Care in Fort Frances and contracted to seven regional hospitals, including AGH. AGH also implemented remote pharmacist on-call support through Northwest Tele-Pharmacy for after-hours coverage, including evenings, weekends and statutory holidays. North West Tele-pharmacy provides remote clinical pharmacy services to healthcare facilities across Canada and supports hospitals in remote communities.

Looking Ahead

The past year has been marked by significant progress, adaptation, and collaboration for the Pharmacy Department at AGH. The successful completion of OCP accreditation, the substantial contributions to the Meditech Expanse Project, and the reconfiguration of regional pharmacy services all demonstrate the department's resilience and unwavering focus on patient safety. As AGH moves into the next year, the Pharmacy Department remains well positioned to support high-quality, safe, and patient-centered care in an evolving health care environment thanks to our dedicated and hard-working staff and leadership.

Corina White, Pharmacy RPN,
Department Lead Hand



RAAM CLINIC

The Rapid Access to Addiction Medicine (RAAM) Clinic was established in spring 2025 in response to the unexpected closure of the Ontario Addiction Treatment Centres (OATC) service in Atikokan. Recognizing the need to ensure uninterrupted access to addiction treatment services, funding was secured through the Ministry of Health to establish a local RAAM Clinic and continue providing evidence-based substance use treatment and support.

The successful launch of the clinic was made possible through extensive collaboration among healthcare providers and community partners. Local pharmacist Tyler Belanger obtained the necessary certification to dispense methadone through Atikokan Pharmacy, ensuring continued access to medication-assisted treatment within the community.

The Atikokan Family Health Team contributed significant clinical resources, including nursing support for Sublocade injections, Nurse Practitioner services for prescribing Suboxone, Sublocade, and medications to support alcohol use disorder treatment, as well as a mental health counsellor. St. Joseph's Hospital supported the initiative through the participation of Dr. Carfagnini, who agreed to prescribe methadone for patients requiring ongoing treatment, helping to ensure continuity of care during the transition period. Dr. Fotheringham assumed the role of Lead Physician for the clinic, working closely with the Nurse Practitioner to oversee medical directives and provide direct patient care.

These partnerships were instrumental in enabling the rapid development and implementation of the clinic, ensuring community members continued to receive critical addiction treatment services without interruption.

As the program evolved, the organization successfully recruited two Registered Practical Nurses, two Administrative Assistants, and a Peer Support Worker, allowing the clinic to become fully staffed. The RAAM Clinic officially opened its doors in September 2025.

Since opening, the clinic has experienced steady growth and increasing community utilization. At year-end, the program was providing ongoing care to 32 active clients, with demand continuing to rise. Consistent with the RAAM model, no referral is required, ensuring timely and accessible care for individuals seeking support for substance use concerns.

The establishment of the RAAM Clinic represents a significant achievement for the organization and its partners, demonstrating the community's ability to respond quickly and collaboratively to emerging healthcare needs while improving access to essential addiction treatment services.

REHABILITATION

The Rehabilitation Department continued to provide high-quality, client-centered services to inpatients across acute care and long-term care, as well as to outpatients in the community. Throughout the year, the department remained focused on meeting patient needs, improving access to care, and supporting safe, effective transitions across the continuum of rehabilitation services.

Staffing highlights

- The department recruited a Permanent Full-Time Occupational Therapist to support specialized client needs and strengthen service capacity. This addition provided us with a fully staffed rehabilitation department!
- Funding was secured for a temporary full-time Kin Internship position, which enhanced departmental capacity across all service areas, including acute care and long-term care.
- Over the summer of 2025 we were able to secure a physiotherapy student through the Clinical Extern Program and welcomed a McMaster University Physiotherapy student in January for a 6-week preceptorship.

Programs delivered

The department offered a broad range of rehabilitation programs to meet the diverse needs of the populations we serve. These included the Chronic Pain Virtual Program, which supports long-term pain management through therapeutic exercise and education; the GLA:D Program, an evidence-based provincial program for clients with hip and knee osteoarthritis; and the Shoulder Rehabilitation Program, which provides group-based support for individuals with chronic shoulder conditions.

Additional services included the Group Conditioning Program, supporting patients who require longer-term specialized exercise programming to improve cardiovascular endurance, strength, and participation in daily activities. The department also participated in Bundled Care initiatives to support seamless post-surgical transitions for hip, knee, and shoulder replacements, and continued to provide return-to-work rehabilitation through WSIB programs. In acute care and long-term care, staff maintained consistent service delivery through timely assessments and interventions aligned with patient and resident goals.

Activity and volume

In 2025–2026, the department serviced 515 patients over 814 incidents of care, recognizing that some patients were seen multiple times due to hospital readmissions or multiple outpatient referrals. Over the course of the year, staff completed 7,258 appointments with these patients. The department also received 398 referrals from family physicians, nurse practitioners, and regional specialists, and ended the fiscal year with a waitlist of 117 patients.

Department impact

The Rehabilitation Department continues to work diligently to ensure access to high-quality, individualized rehabilitation services for our community. Staff balance multiple practice areas while prioritizing patients according to clinical need, helping to maintain timely and responsive care across inpatient, long-term care, and outpatient settings.

Sarah Zuke
Physiotherapist/ Rehab Dept Lead



TOTAL PATIENT VISITS

The Rehabilitation had a total of 7258 patient visits for the 2025/2026 fiscal year.

STAFF SERVICE AWARDS 2025

Five Years

Brianna Bonnema

Amanda Maki

Tricia Manduca

Laura Thibodeau

Six Years

Dr. Melanie Rodrigues

Dr. John Fotheringham

Seven Years

Dr. Shawn Minor

Dr. Nelson Lyon

Ten Years

Bonnie Clairmont

Kelsey Weir

Katrina Zacharias

Fifteen Years

Kim Cryderman

Barb Kwasnacia

Kristy Matichuk

Martine Turner

Twenty Years

Dr. Sara Van Der Loo

Thirty Years

Ruth Sportak

Angel Young



Staff Retirements 2025 – 2026

Jo-Ann Brown – Dietary – 13 years of service

Martine Turner – RN – 15 years of service (still working casual)