

## LAMONT HEALTH CARE CENTRE

### BOARD REPORT TO LHCC ANNUAL GENERAL MEETING June 23, 2016

#### Board Report for the fiscal year ended March 31<sup>st</sup>, 2016

I am pleased to report another satisfactory year of operation.

Soon after last year's change in the Provincial Government, our new MLA Jessica Littlewood responded to our invitation to meet our Board and tour our facility. Later in the summer, she and Health Minister Sarah Hoffman paid us a visit. Following a tour, during which the Minister conversed with several Staff and Patients, we had a roundtable discussion involving Board Members, Senior Staff and Physicians. We discussed our need for funding capital equipment, replacement of our Long Term Care facility, an enhanced Security System, an Orthopedic Day Surgery Program and 24-hour Emergency Services. Valuable input from all the participants provided the new Minister and the Government with information to base decisions affecting the delivery of health services to our community members and the many others who access our facility. The remainder of the year was fairly routine.

Some of the most important work of the Board is achieved through its Committees. They are able to bring a comprehensive in-depth focus to their areas of concern and make recommendations to the Board for consideration and action. For example, the Patient Care Committee, acting as a Committee-of-the-whole, meets quarterly. Senior Nursing Management from Acute Care, LTC and the Operating Room provide reports from their Departments. The Chief of Medical Staff provides a report and is present when possible. Patient and Resident Surveys are reviewed and discussed. Any areas of concern are carefully considered and, if needed, recommendations made to the Board. The work of this Committee is extremely important as the Board strives to achieve its mission of compassionate care. Other Committees include:

- The Finance Committee, where we set the budget, monitor expenses and check accounts;
- The Buildings & Grounds Committee, where members conduct an examination of the building interior/exterior, sidewalks, parking lots, lighting and signage;
- The Joint Conference Committee, which meets twice yearly with the Medical Staff to share information and resolve any problems or concerns;
- The Green Health Care Committee involves all Board members and Department Supervisors who gather over lunch to discuss ways in which we can lessen the environmental footprint of our facility. The early phase of this Committee brought about the decision to commence the installation of roof-mounted solar voltaic cells which presently generate electricity in an amount roughly equivalent to the requirements of 6.5 Alberta homes and reduce carbon dioxide by approximately 94,000 lb.

Activities at our Board meetings over the past year include:

- Reviewing LHCC Policies and revising where necessary
- Receiving and reviewing the facility operations as reported upon by our CEO Harold James
- Reviewing correspondence and replying as required
- Discussing community concerns and responding/acting where appropriate
- Receiving and acting on the various Committee reports.

Of course it is not all just work. The Board is always eager to attend/sponsor/support events involving Staff:

- Serving the Staff breakfast in January
- February Curling 'Funspiel'
- Family BBQ/Picnic in June
- Dr. Ray Memorial Golf Tournament
- Various 'Teas' honoring retirees
- Christmas Party in November
- Advent Service and Staff Recognition in December.

All are important social events celebrating our good relationships.

As we look forward, it appears there will be few changes. Government coffers are at a low ebb and increases in our budget will be minimal at best. However, we will continue to work diligently, doing our best to practice good Christian stewardship by acting as advocates for our community and striving always to provide the best of care.

Respectfully submitted,



Kent Harrold

Lamont Health Care Centre

ANNUAL GENERAL MEETING

Date: Thursday, June 23, 2016

**EXECUTIVE DIRECTOR'S REPORT**

*Good afternoon!!*

*It is a pleasure to welcome you here today.*

Last year I reported on some of the challenges facing us in the 2015/16 fiscal year and beyond.

To summarize these included:

- Maintaining our aging infrastructure, especially the Long Term Care Unit in a safe, secure and aesthetically pleasing atmosphere.
- Finding ways to enhance security at our facility.
- Responding to on-going public concerns regarding the availability of 24-hour Emergency Services.
- Advocating to Government, our MLA (Mrs. Jessica Littlewood) and AHS for replacement of the aging Long Term Care Unit.
- Advocating for predictable operating and capital funding.
- Ensuring that the right mix of human capital is in place in order to deliver services in a safe and efficient manner.

Well, here's what we've accomplished:

- a) We continue to dialogue with Government, AHS and others regarding the need to replace the Long Term Unit. However, we have no firm commitments from the decision makers at this time.
- b) With respect to security and safety, we are currently on the last stage of installing a security system to include Staff access, panic alarm and Patient wandering devices. Door access in and out of the facility will also be controlled and video cameras have been installed in select areas in order to monitor Patient access after the ER/OPD is closed. Regrettably, we have been unsuccessful in our attempt to secure funding for Security personnel. The lack of same continues to be of concern to our Staff, Administration & Board.
- c) With respect to 24-hour Emergency Services, we are in conversation with the Minister of Health, MLA Jessica Littlewood and Alberta Health Services in order to find an appropriate resolution. In the meantime, if a Patient presents to Emergency after hours, he or she is assessed, triaged by an RN and the Physician on-call is consulted for further instructions/management.
- d) On the matter of predictable funding for operating and capital funds, while there is an intent on the part of others who can make a difference, we have only small gains to report at this time.

### **Facility Operations**

During the past fiscal year we experienced normal activity with little change in utilization patterns from the previous period.

Funding received from Alberta Health Services was a challenge; we received a fractional increase for inflation and have reservations about funding increases for the 2016/17 fiscal year since it is our understanding that the funding envelope will be limited. Last fiscal year (2015/16) we received a grant of \$13,238,977.00 from AHS for managing the programs and services at LHCC year. This grant represents approximately 86% of the revenue required to meet the cost of delivering programs and services to Patients, Residents and the community.

The remaining 14% of revenue comes from Patient/Resident fees and other miscellaneous income (i.e. telephone, TV rentals and supplies).

The delivery of health programs/services is highly dependent on human capital; we currently expend approximately 80% of our approved budget for salaries and benefits paid to approximately 225 Staff (full-time, part-time and casual). The remaining 20% of our budget is used to cover the cost of supplies such as medication, utilities, etc. This leaves little room for innovation and/or enhancements to current level of services.

Moving forward in fiscal year 2016/17, I expect that because of the expected funding challenges, we will experience little or no growth in the current levels of programs and services. However, we will continue our effort in advocating for:

1. Replacement of the aging Long Term Care Unit due to the aging infrastructure, and the necessity to comply with current building codes, functional relationships, etc.
2. Enhanced Security Services in order to improve Staff, Resident and Patient safety. The security needs of rural Alberta facilities are just as or even more important than that of major centres since these services along with law enforcement personnel are readily available in the urban centres.
3. Staff Educator to address the maintenance of competencies for professional and non-professional Staff in order to meet required legislated and Best Practice Standards.
4. Enhancements in Surgical Programs.
5. Enhanced funding for Long Term Care in order to meet Resident needs, Accommodation, Health Services and Accreditation Standards.

Attached to this report is a Summary of our facility utilization in fiscal year 2015/16. I trust that this will be of interest to you.

### **Partnerships**

Our partnership with others such as Alberta Health Services, University of Alberta – Departments of Medicine and Pharmacy, Prairie EMS, Heartland PCN, Northern Alberta Institute of Technology and Lamont County Housing Foundation remains strong and vibrant.

Special thanks to all partners for their assistance in helping bridge strong and caring relationships. This is especially true with our principal contacts in AHS; I refer to Mrs. Sherie Allen and Mrs. Val Thompson, a special thanks for all you do on our behalf.

Finally, I would like to extend a heartfelt thanks to all our Staff (Physicians, Professional & non-professional alike), to our Board Chair Kent Harrold and other Board members for their unwavering support, dedication and loyalty during the past year. You are special and you continue to do great work on behalf of the LHCC Community, which is much appreciated.

Thanks to our Senior Management Team for continuing to demonstrate your talents in many forms; I truly appreciate your special skills, kindness and counsel.

The delivery of Health Services with an emphasis on quality, safety and transparency depends on the collective will of the whole; I take comfort in knowing that our Staff work hard in creating an atmosphere of caring, treating all Patients and Residents with respect and dignity at all times.

A special word to Mrs. Karen Carter and Mrs. Denise Warawa whose terms of office with Lamont Health Care Centre come to an end on July 31<sup>st</sup> and August 31<sup>st</sup>, 2016 respectively; you both have been exemplary in your response to the requirements of your job; I know it has not been easy with all of the needs and demands placed upon you, but through hard work, a caring and sometimes daring spirit, you survived through it all. Best wishes in your future endeavors.

Let me now end by sharing a thought from Lao Tzu which gives hope to all for the future:

*“Be careful what you water your dreams with.  
Water them with worry and fear  
and you will produce weeds that choke the life from your dream.  
Water them with optimism and solutions and you will cultivate success.  
Always be on the lookout for ways to turn a problem into an opportunity for success.  
Always be on the lookout to nurture your dreams.”*

This my friends will be my motto as we embrace the future with trust in God and our Lord Jesus Christ.

*Thank you.*

*Respectfully submitted,*



*Harold James  
Executive Director*

**FACILITY UTILIZATION**  
**For the period ending March 31, 2016**

Statistical

Beds in use and in service	
Acute Care	14
LTC	105
(includes 4 Community beds for Respite & Palliative Care)	
Supportive Housing Suites	42
(Morley Young Manor)	
Total Admissions to Acute Care	400
Total Admissions to Long Term Care	71
(includes Respite & Palliative Care)	
Total Admissions to Morley Young Manor	10
Acute Care Patient Days	3,560
% Occupancy in Acute Care	71%
Average Length of Stay in Acute Care	8.90 days
Long Term Care Resident Days	39,747
(includes Respite & Palliative Care)	
% Occupancy in LTC	80%
Average Length of Stay in LTC	706 days
Average Length of Stay in Respite Care	21 days
% Occupancy in Morley Young Manor	98%
Total Surgical Procedures Performed	2,479
Minor Surgery performed outside of Operating Room Theatres	571
Emergency Visits	6,033
Scheduled Out-Patient Visits, Podiatry/Stress Testing and Pre-Operative Admission	2,184
Total Physiotherapy Visits	18,722
Total Occupational Therapy Visits	1,198
Total Recreational Therapy Visits	19,120
Total Diagnostic Radiology Visits	7,311
(includes ECGs)	

Financial Operations

Total Revenues	\$15,349,654.
Total Expenditures	\$15,377,714.



# Lamont Health Care Centre

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June 23, 2016

Good day to members of the Board and the CEO of the Lamont Health Care Centre.

This is a report from Dr. Z. Mohamed, Chief of Staff.

As you know we are five physicians who work in Lamont as family doctors, long-term care doctors as well as emergency doctors. It has been a good and successful year for all of us. There have been no significant issues with regards to our practice. We continue to hold our monthly Medical Advisory Committee meetings and during that time we have noted any conflicts and any procedural changes and we have come to a consensus agreement regarding them.

As well, we all continue to do continuing medical education and that is reported regularly. There have been no disciplinary actions regarding the family doctors working in Lamont. We are looking forward to delivering the same quality service in the New Year.

With regards to the departments, the emergency department continues to function as previous. There has been no significant increase in numbers although as usual there are a large number of unessential visits. With regards to the Operating Room there was supposed to be a scheduled closure that would have been longer than what we are used to due to the air cooling system although that has been put on hold. Otherwise we continue to function as previous in the operating room. Acute care continues to maintain a fairly high bed occupancy rate with no major issues and long-term care continues to enjoy the success it has previously. We are looking forward to working with the new long-term care manager.

We continue to have the following specialists; podiatry, podiatric surgery, orthopedics, general surgery, eyes, ENT and gynecological surgery. We have maintained our relationships with these Surgeons that visit us; however, there is a need for an orthopedic outpatient consultation clinic. Dr. Manolescu so far has not set up a clinic in Lamont. My understanding was that this was part of his agreement with regards to privileges.

What does the future hold for the medical staff of Lamont Health Care Centre?

At present one doctor is approaching retirement and two other doctors may be looking for a change in their practice. This is good as change means that new ideas and new blood will enter into our system. So far we have had many favorable inquiries with regards to practicing in Lamont. However, the core physicians will continue providing the same service as far as I know.


## **Mission Statement**

We believe that wholeness of body, mind and spirit is God's will for every person.  
We are committed to the promotion of health, the healing of illness,  
the care of the elderly and the disabled  
and the well-being of the community.



It has been a pleasure to serve as Chief of Staff for the Lamont Health Care Centre over the past year and it has been a privilege to work with the community and the facility. I appreciate everything that has been done for both myself and my colleagues.

Sincerely,

A handwritten signature in black ink, appearing to read 'Z. Mohamed', with a long horizontal flourish extending to the right.

Dr. Z. Mohamed, Chief of Staff

