# **ANNUAL REPORT**





# 2019-2020

A Year of Accomplishments

(705) 338-1154

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(705) 338-4410



www.srfhosp.ca



107 Kelly Road, P.O. Box 219 Smooth Rock Falls, ON POL 2B0

ANNUAL REPORT 2019-2020

# CEO'S ANNUAL REPORT

#### It's been quite a year for the hospital!

We started the year continuing our work towards accreditation; countless hours were spent reviewing and updating our current practices. The hard work paid off: we were accredited for 3 years!

I am proud to share that the hospital has ended the fiscal year in a significant surplus. This surplus is a reflection of the team's commitment to improvement and innovation. Together we identifies inefficiencies, made changes, and have begun operating responsibly and sustainably.

Our maintenance department implemented changes that resulted in significant savings in our utility costs. We are running more efficiently, and are even producing and supplying our own oxygen.

We experiences some staffing changes, and welcomed many new faces to our team. The knowledge and experience each team member brings is invaluable, and contributes to our excellent patient care achievements so far.

The hospital developed the 2020-2023 strategic plan, with the mission of "providing high quality care close to home". Through consultations with community members/partners, our Board members, and employees, we identified common values such as community, person centered care, collaboration and accountability. The strategic Plan will serve

as a guide for decision making, aligning with 5 strategic priorities: patients as partners, healthy teams, continuous improvement, financial stability, and technology. It is my hope that the new strategic plan will invigorate out teams, unify us through out shares mission and values, and guide us towards further success.

I would like to thank the Hospital leadership team for their support and hard work, ad well as our dedicated and caring team members.

We had a successful year, and I look forward to many more!

Samantha Hiebert

CEO

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# Medical Chief of Staff

I'd like to congratulate Samantha Hiebert for completing tional during this time. her first term as Chief Executive Officer of the Smooth Rock Falls Hospital. I look forward to continuing to face new Living in unpredictable times can evoke feelings of anxiety challenges alongside of you.

The Board of Directors have also recruited new members to their team. I have no doubt that this will strengthen the continuance of the mission and vision of our Hospital.

Hospital. They have been dedicated to our community and to the surrounding area. The services we provide demon- healthcare in the future... strate the real nature and necessity of the patient's needs.

We continue to be recognized from the community and nity and the necessity to offer good quality care. surrounding areas for our level of care and services. In that sense, we are continuously motivated to improve quality of care.

Lisa and her staff at the IDA pharmacy play an important role in the care of the patients with their knowledge, service and continued dedication.

We are faced with a time of tremendous uncertainty and changes as we face the challenges of the COVID-19 Pandemic. AS frontline health care workers, we also all face unique challenges in terms of physical risk as well as emo-

and fear. But not only is it possible to cope, we can thrive in hard times. I commend you all.

Our approach to patient care in terms of the Clinic has also become complexed due to the COVIS-19. Even though they have their limits, the use of telemedicine and other I would like to thank all the staff a the Smooth Rock Falls technologies are unique tools to overcome this challenge. Rapid expansion of telemedicine could transform

We have maintained our dedication towards the Commu-

Stay safe!

Dr. Daniel Lebel





Every effort is made to ensure the values and principles of the organization are realized on a day-to-day basis.

**Community:** We are proud to serve the residents of Smooth Rock Falls and the sur rounding areas; our family and our friends.

**Person centered care:** The person, their family, and their care team are equal partners in planning, developing and monitoring care.

**Collaboration:** Working together to provide the best possible care.

Accountability: We take ownership of our decisions and the action taken to achieve our goals.



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### HÔPITAL DE SMOOTH ROCK FALLS HOSPITAL HOSPITAL OFFICIALS MARCH 31, 2020

BOARD OF DIRECTORS	
ELECTED OFFICIALS	
Chairperson	Mrs. Diana Brunet
Vice-Chairperson	Mrs. Nicole Poulin
Treasurer	Mrs. Angèle Rochon
Directors	Dr. Daniel Lebel (non-voting)
	Dr. Dave Turineck non-voting)
	Mrs. Martine Blanchette
	Mr. Clément Deroschers
	Mr. Joe Couture
	Mrs. Diane Bernier

#### ADMINISTRATIVE PERSONNEL AND CONSULTANTS

Chief Executive Officer	Mrs. Samantha Hiebert
Chief Financial Officer	Mrs. Maryse Gauvin—Notre-Dame Hospital
Chief Nursing Officer	Mrs. Eliane Labonté-Bernier
Director of Paramedical/Support Services	Mrs. Melonie Loubert
Auditor	Baker Tilly HKC
	Chartered Professional Accountants

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#### STATEMENT OF OPERATIONS—YEAR ENDED MARCH 31, 2020

	20	)20 Budget	2	2020		2019
	(L	Inaudited)	А	ctual		Actual
REVENUES						
NE LHIN, Schedule 1	\$	6,389,028	\$	6,628,431	\$	6,385,843
Alternative funding agreement		790,360		823,958		793,177
Differential and co-payment		592,000		680,064		620,854
Recoveries and sundry income		371,738		370,483		459,368
Amortization of deffered capital contributions- equipment		97,308		142,087		134,501
Patient Revenues		95,600		100,754		187,024
Gain on sale of capital assets		_		3,000		10,189
		8,336,034		8,748,777		8,590,956
Expenses						
Salaries and wages	\$	4,126,198		4,238,266		4,342,384
Medical staff remuneration		914,741		957,282		920,397
Employee benefits		1,182,864		1,159,822		1,160,008
Supplies and other expenses		1,713,124		1,657,521		1,810,149
Medical and surgical		72,200		89,883		99,160
Drugs and medicine		110,000		77,141		108,695
Amortization of equipment		195,533		189,822		185,094
Bad debts (recovered)		4,000		1,458		(3,576)
Amortization of buildings—net, schedule 2		17,374		28,291		21,026
		8,336,034		8,399,486		8,643,337
EXCESS OF REVENUES OVER EXPENSES (EXCESS OF EXPENS- ES OVER REVENUES) FROM OPERATIONS BEFORE OTHER						
PROGRAMS		—		349,291		(52,381)
OTHER PROGRAMS, SCHEDULE 3		-		(945)		(945)
			<u>ـ</u>		4	/`
(EXCESS OF EXPENSES OVER REVENUES)	\$	_	\$	348,346	Ş	(53,326)

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#### STATEMENT OF CHANGES IN NET DEBT—YEAR ENDED MARCH 31, 2020

			_		
	Invested in Capital Assets	Unrestricted		Total 2020	Total 2019
NET ASSETS (NET DEBT), BEGINNING OF YEAR	\$ 718,759	\$ (2,001,062)	\$	(1,282,303)	\$ (1,228,977)
EXCESS OVER REVENUES OVER EXPENSES (EXCESS OF EXPENSES OVER REVENUES)	_	348,346		348,346	(53,326)
NET CHANGE IN INVESTED IN CAPI- TAL ASSSETS	(179,665)	179,665		_	_
NET ASSETS (NET DEBT), END OF YEAR					
	\$ 539,094	\$ (1,473,051)	\$	(933,957)	\$ (1,282,303)



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## STATEMENT OF FINANCIAL POSITION—MARCH 31, 2020

		2020		2019	
ASSETS					
CURRENT ASSETS					
Cash	\$	166,436	\$	3,068	
Accounts receivable	Ŧ	255,851	Ŧ	265,617	
Inventories		91,758		77,824	
Prepaid Expenses		58,744		58,210	
		572,789		404,719	
CAPITAL ASSETS		4,979,917		5,015,258	
		5,552,706		5,419,977	
LIABILITIES				, ,	
CURRENT LIABILITIES					
Bank indebtedness	\$	_	\$	341,923	
Accounts payable and accrued liabilities	Ŷ	1,211,791	Ŷ	1,177,913	
Deffered revenues		305,025		397,205	
Current portion of obligation under capital leases		11,200		8,614	
		1,528,016		1,925,655	
OBLIGATION UNDER CAPITAL LEASES		119,289		_	
DEFFERED CAPITAL CONTRIBUTIONS		4,310,334		4,287,885	
POST-EMPLOYMENT BENEFITS PAYABLE		529,024		488,740	
		6,486,663		6,702,280	
GOING CONCERN					
NET ASSETS					
INVESTED IN CAPITAL ASSETS	\$	539,094	\$	718,759	
NET DEFICIENCY		(1,473,051)		(2,001,062)	
		(933,957)		(1,282,303)	
	\$	5,552,706	\$	5,419,977	



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## STATEMENT OF CASH FLOWS — YEAR ENDED MARCH 31, 2020

OPERATING ACTIVITIESExcess of revenues over expenses (excess of expenses over revenues terms not involving cash: Amortization of deferred capital contributions: equipment(142,087)(134,501)Amortization of deferred capital contributions: buildings(387,055)(358,250)Amortization of deferred capital contributions: leasehold improve- ments – detox(18,145)(18,145)Amortization of leasehold improvement – detox19,09019,090Amortization of apir equipment – detox5,9455,945Amortization of equipment – detox5,945379,276Amortization of equipment189,822185,094Accrual for post employment benefits40,28439,217Gain on disposal of capital assets(3,000)(10,189)Changes in: Accounts receivable9,766126,738Inventories(13,334)(18,177)Prepaid expenses(534)(12,762)Accounts payable and accrued liabilities33,878123,042Deferred revenue(92,180)2,313FINANCING ACTIVITIES(15,172)(36,248)Repayment of obligation under capital(15,172)(36,248)Proceeds of obligation under capital leases137,046121,874(36,248)132,042		2020	2019
Items not involving cash:Items not involving cash:Amortization of deferred capital contributions-equipment(142,087)(134,501)Amortization of deferred capital contributions: buildings(387,055)(358,250)Amortization of deferred capital contributions-leasehold improvement—detox(18,145)(18,145)Amortization of leasehold improvement—detox19,09019,090Amortization of major equipment—detox5,9455,945Amortization of buildings415,346379,276Amortization of equipment189,822185,094Accrual for post employment benefits40,28439,217Gain on disposal of capital assets(3,000)(10,189)Changes in:9,766126,738Accounts receivable9,766126,738Inventories(13,934)(18,177)Prepaid expenses(534)(12,762)Accounts payable and accrued liabilities33,878123,042Deferred revenue(92,180)2,313FINANCING ACTIVITIESTTRepayment of obligation under capital(15,172)(36,248)Proceeds of obligation under capital(15,172)(36,248)Proceeds of obligation under capital137,046—	OPERATING ACTIVITIES		
Amortization of deferred capital contributions-equipment(142,087)(134,501)Amortization of deferred capital contributions: buildings(387,055)(358,250)Amortization of deferred capital contributions-leasehold improvements—detox(18,145)(18,145)Amortization of leasehold improvement—detox19,09019,090Amortization of major equipment—detox19,09019,090Amortization of major equipment—detox189,8255,945Amortization of equipment189,822185,094Accrual for post employment benefits40,28439,217Gain on disposal of capital assets(3,000)(10,189)Accounts receivable9,766126,738Inventories(13,934)(18,177)Prepaid expenses(534)(12,762)Accounts payable and accrued liabilities33,878123,042Deferred revenue(92,180)2,313FINANCING ACTIVITIESTime and accrued liabilities33,878Repayment of obligation under capital(15,172)(36,248)Proceeds of obligation under capital(15,172)(36,248)Proceeds of obligation under capital137,046-	Excess of revenues over expenses (excess of expenses over revenues	\$ 348,346	(53,326)
Amortization of deferred capital contributions: buildings(387,055)(358,250)Amortization of deferred capital contributions-leasehold improvement—detox(18,145)(18,145)Amortization of leasehold improvement—detox19,09019,090Amortization of major equipment—detox5,9455,945Amortization of buildings415,346379,276Amortization of equipment189,822185,094Accrual for post employment benefits40,28439,217Gain on disposal of capital assets(3,000)(10,189)Changes in:468,54654,211Accounts receivable9,766126,738Inventories(13,334)(18,177)Prepaid expenses(534)(12,762)Accounts payable and accrued liabilities33,878123,042Deferred revenue(92,180)2,313 <b>FINANCING ACTIVITIES</b> (15,172)(36,248)Proceeds of obligation under capital leases137,046—	Items not involving cash:		
Amortization of deferred capital contributions-leasehold improvement—detox(18,145)(18,145)Amortization of leasehold improvement—detox19,09019,090Amortization of major equipment—detox5,9455,945Amortization of buildings415,346379,276Amortization of buildings189,822185,094Accrual for post employment benefits40,28439,217Gain on disposal of capital assets(3,000)(10,189)Changes in:468,54654,211Accounts receivable9,766126,738Inventories(13,934)(18,177)Prepaid expenses(534)(12,702)Accounts payable and accrued liabilities33,878123,042Deferred revenue(92,180)2,313FINANCING ACTIVITIES(15,172)(36,248)Proceeds of obligation under capital(15,172)(36,248)Proceeds of obligation under capital137,046—	Amortization of deferred capital contributions-equipment	(142,087)	(134,501)
mentsdetox19,09019,090Amortization of leasehold improvementdetox19,09019,090Amortization of major equipmentdetox5,9455,945Amortization of buildings415,346379,276Amortization of equipment189,822185,094Accrual for post employment benefits40,28439,217Gain on disposal of capital assets(3,000)(10,189)Changes in:468,54654,211Accounts receivable9,766126,738Inventories(13,934)(18,177)Prepaid expenses(534)(12,762)Accounts payable and accrued liabilities33,878123,042Deferred revenue(92,180)2,313FINANCING ACTIVITIES(15,172)(36,248)Proceeds of obligation under capital leases137,046-	Amortization of deferred capital contributions: buildings	(387,055)	(358,250)
Amortization of major equipment – detox5,9455,945Amortization of buildings415,346379,276Amortization of equipment189,822185,094Accrual for post employment benefits40,28439,217Gain on disposal of capital assets(3,000)(10,189)Changes in:468,54654,211Accounts receivable9,766126,738Inventories(13,934)(18,177)Prepaid expenses(534)(12,762)Accounts payable and accrued liabilities33,878123,042Deferred revenue(92,180)2,313FINANCING ACTIVITIES(15,172)(36,248)Repayment of obligation under capital leases137,046-		(18,145)	(18,145)
Amortization of buildings415,346379,276Amortization of equipment189,822185,094Accrual for post employment benefits40,28439,217Gain on disposal of capital assets(3,000)(10,189)Changes in:468,54654,211Accounts receivable9,766126,738Inventories(13,934)(18,177)Prepaid expenses(13,934)(12,762)Accounts payable and accrued liabilities33,878123,042Deferred revenue(92,180)2,313FINANCING ACTIVITIES(15,172)(36,248)Repayment of obligation under capital leases137,046-	Amortization of leasehold improvement—detox	19,090	19,090
Amortization of equipment189,822185,094Accrual for post employment benefits40,28439,217Gain on disposal of capital assets(3,000)(10,189)Ad68,54654,211468,54654,211Changes in:9,766126,738Accounts receivable9,766126,738Inventories(13,934)(18,177)Prepaid expenses(534)(12,762)Accounts payable and accrued liabilities33,878123,042Deferred revenue(92,180)2,313FINANCING ACTIVITIES(15,172)(36,248)Repayment of obligation under capital(15,172)(36,248)Proceeds of obligation under capital leases137,046-	Amortization of major equipment—detox	5,945	5,945
Accrual for post employment benefits40,28439,217Gain on disposal of capital assets(3,000)(10,189)A68,54654,211468,54654,211Changes in:9,766126,738Accounts receivable9,766126,738Inventories(13,934)(18,177)Prepaid expenses(534)(12,762)Accounts payable and accrued liabilities33,878123,042Deferred revenue(92,180)2,313FINANCING ACTIVITIES(15,172)(36,248)Repayment of obligation under capital(15,172)(36,248)Proceeds of obligation under capital137,046-	Amortization of buildings	415,346	379,276
Gain on disposal of capital assets(3,000)(10,189)Gain on disposal of capital assets468,54654,211Acbourds receivable9,766126,738Inventories(13,934)(18,177)Prepaid expenses(13,934)(12,762)Accounts payable and accrued liabilities33,878123,042Deferred revenue(92,180)2,313FINANCING ACTIVITIES(15,172)(36,248)Repayment of obligation under capital(15,172)(36,248)Proceeds of obligation under capital leases137,046	Amortization of equipment	189,822	185,094
Changes in:468,54654,211Accounts receivable9,766126,738Inventories(13,934)(18,177)Prepaid expenses(534)(12,762)Accounts payable and accrued liabilities33,878123,042Deferred revenue(92,180)2,313405,54229,281FINANCING ACTIVITIESRepayment of obligation under capital(15,172)(36,248)Proceeds of obligation under capital leases137,046	Accrual for post employment benefits	40,284	39,217
Changes in:Accounts receivable9,766126,738Accounts receivable9,766126,738Inventories(13,934)(18,177)Prepaid expenses(534)(12,762)Accounts payable and accrued liabilities33,878123,042Deferred revenue(92,180)2,313405,54229,281FINANCING ACTIVITIESRepayment of obligation under capital(15,172)(36,248)Proceeds of obligation under capital leases137,046—	Gain on disposal of capital assets	(3,000)	(10,189)
Accounts receivable9,766126,738Inventories(13,934)(18,177)Prepaid expenses(534)(12,762)Accounts payable and accrued liabilities33,878123,042Deferred revenue(92,180)2,313405,54229,2811000000000000000000000000000000000000		468,546	54,211
Accounts receivable9,766126,738Inventories(13,934)(18,177)Prepaid expenses(534)(12,762)Accounts payable and accrued liabilities33,878123,042Deferred revenue(92,180)2,313405,54229,2811000000000000000000000000000000000000			
Inventories(13,934)(18,177)Prepaid expenses(534)(12,762)Accounts payable and accrued liabilities33,878123,042Deferred revenue(92,180)2,313405,54229,28129,281FINANCING ACTIVITIES(15,172)(36,248)Repayment of obligation under capital leases137,046—	Changes in:		
Prepaid expenses(534)(12,762)Accounts payable and accrued liabilities33,878123,042Deferred revenue(92,180)2,313405,54229,28129,281FINANCING ACTIVITIES(15,172)(36,248)Repayment of obligation under capital leases137,046—	Accounts receivable	9,766	126,738
Accounts payable and accrued liabilities 33,878 123,042 Deferred revenue (92,180) 2,313 405,542 29,281 FINANCING ACTIVITIES Repayment of obligation under capital leases (15,172) (36,248) Proceeds of obligation under capital leases 137,046 —	Inventories	(13,934)	(18,177)
Deferred revenue(92,180)2,313405,54229,281FINANCING ACTIVITIESRepayment of obligation under capital(15,172)(36,248)Proceeds of obligation under capital leases137,046—	Prepaid expenses	(534)	(12,762)
FINANCING ACTIVITIESRepayment of obligation under capitalProceeds of obligation under capital leases137,046	Accounts payable and accrued liabilities	33,878	123,042
FINANCING ACTIVITIESRepayment of obligation under capital(15,172)Proceeds of obligation under capital leases137,046	Deferred revenue	(92,180)	2,313
Repayment of obligation under capital(15,172)(36,248)Proceeds of obligation under capital leases137,046—		405,542	29,281
Repayment of obligation under capital(15,172)(36,248)Proceeds of obligation under capital leases137,046—			
Proceeds of obligation under capital leases 137,046 —	FINANCING ACTIVITIES		
	Repayment of obligation under capital	(15,172)	(36,248)
121,874 (36,248)	Proceeds of obligation under capital leases	137,046	_
		121,874	(36,248)



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### STATEMENT OF CASH FLOWS (CONT'D)— YEAR ENDED MARCH 31, 2020

	2020	2019
CAPITAL ACTIVITIES		
Purchase of capital assets	\$ (711	,767) (735,190)
Capital contributions received	569	,736 862,035
Proceeds from disposal of capital assets	3	3,000 10,189
Capitalization of capital project in progress	116	,906 —
	22,	125) 137,034
CHANGE IN CASH POSITION	\$ 505	,291 130,067
CASH POSITION, BEGINNING OF YEAR	(338	,855) (468,922)
CASH POSITION END OF YEAR	166	,436 338,855)

To view the auditor's report in full, please visit www.srfhosp.ca