



**H S R F H**  
HÔPITAL DE SMOOTH ROCK FALLS HOSPITAL

**2021-2022**

# Annual Report

## Year in Review

 (705) 338-1154

 (705) 338-4410



[www.srfhosp.ca](http://www.srfhosp.ca)



107 Kelly Road, P.O. Box 219  
Smooth Rock Falls, ON P0L 2B0



## MESSAGE FROM OUR LEADERS

2021-2022 Joint Message from CEO Melonie Loubert and  
Chair of the Board of Directors Diana Brunet;  
Chief of Staff Dr. Daniel Lebel

---

**Melonie Loubert, CEO**

**Diana Brunet, Chair, Board of Directors**

Once again, we begin this annual report with a sense of pride about our hospital, our employees, physicians, and volunteers. As we look back on the last year – the ongoing pandemic, economical change, and critical staff shortages – it is remarkable how much we have managed to accomplish, not only in terms of financial stability but in our constant dedication to deliver quality care to our patients and community. The past year has challenged us, made us adapt to so many new realities, and inspired us to never give up. The pandemic is global in its scale, but personal in its impact. We have all been affected in individual ways. We have all faced loss – loss of control, loss of normalcy, loss of certainty, and the resilience our staff and physicians have shown us has been incredibly humbling.

Dr. Lebel remains a constant with his endless devotion and loyalty to our hospital. After having spent over seven months as the only physician in Smooth Rock Falls, he successfully recruited Dr. Jason Essue to join our team. We are pleased to report that Dr. Essue has seamlessly fit in, and we look forward to working with him for years to come.

Staffing our hospital departments remains an ongoing issue, but we manage to pull through with the existing staff's admired commitment. We have received many agency nurses throughout the year, whom enjoy working in our hospital and who have fallen in love with our community. Our employees have been extremely accommodating and patient in the constant staff turnaround. Their dedication does not go unnoticed, and their commitment to welcome new hires and agency nurses is admired and respected.

Continued on next page...



# MESSAGE FROM OUR LEADERS

---

## Joint CEO and Board Chair **report continued**

We were pleased to announce that Nicole Petit agreed to join our executive leadership team as Chief Financial Officer. Our hospital has not had this position on site for over 10 years, and we look forward to the positive changes this will bring to our team.

Local and regional partnerships have been developed and strengthened in our constant goal to delivering safe, quality care. Multiple committees have been developed with the goal of transparency and consistent transfer of information. Many new friendships and contacts have been made, and the commitment received from everyone has been remarkable.

The Hospital Foundation continues to be extremely active with their fundraising activities, and we acknowledge the endless volunteer hours that the committee members dedicate to our hospital. Without the Hospital Foundation and its volunteers, the hospital could not financially support many of the needed equipment purchases.

As we look to the future, we need to continue to build strength from our experiences and successes from the past year, to keep pace with the never ending changes and the evolving needs of our patients, community, employees and partners. We are not alone in the province, and our focus remains on managing our resources, while standing committed to delivering the best healthcare experience for our patients.

We thank all our employees, physicians, partners, and board of directors for their dedication and hard work. Thank you for the many ways you have sacrificed this past year, and for the many ways you have generously supported our hospital .

---

# MESSAGE FROM OUR LEADERS

---

## **Dr. Daniel Lebel, Medical Chief of Staff**

I'd like to congratulate Melonie Loubert for accepting the position of Chief Executive Officer. Ms. Loubert has been an employee of the Smooth Rock Falls Hospital for the past 26 years and I applaud her for the continued dedication.

Once again, we had a considerably challenging year with the COVID-19 Pandemic however, the entire staff of the Smooth Rock Falls Hospital stood together, worked hard and most of all supported each other. Your continued dedication towards the Community is key in providing the best quality of care to our patients. This is something to be very proud of.

To Lisa and her staff at the Pharmacy, thank you once again for the devotion your team provides to the Smooth Rock Falls Hospital as well as our Community.

Thank you to all our Board Members for serving the Community along with your continued dedication towards the well-being of the Hospital.

My staff and I would like to thank you for your patience and understanding throughout the last year. As a team, we were able to maintain serving the Community with good quality of care.

This demonstrates that we thrive in difficult times and together we can overthrow anything!

Thank you.





H S R F H

HÔPITAL DE SMOOTH ROCK FALLS HOSPITAL

## OUR VISION

“Leading sustainable health care delivery  
in rural communities.”

VISION

## OUR MISSION

To provide high quality care  
“close to home.”

VALUES

MISSION

## OUR VALUES

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 surrounding areas; our family and our friends.

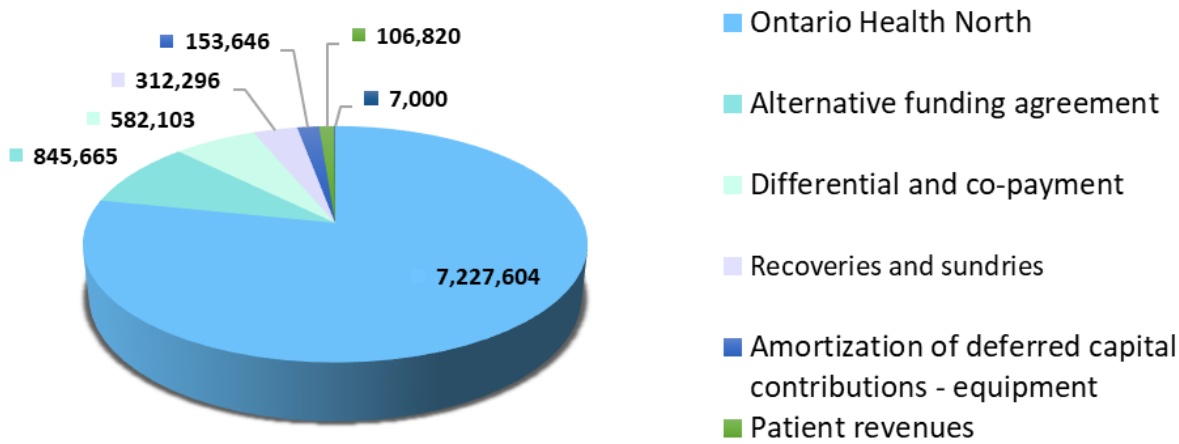
**Person centered care:** The person, their family, and their care team are equal partners in planning, developing and monitoring care.

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

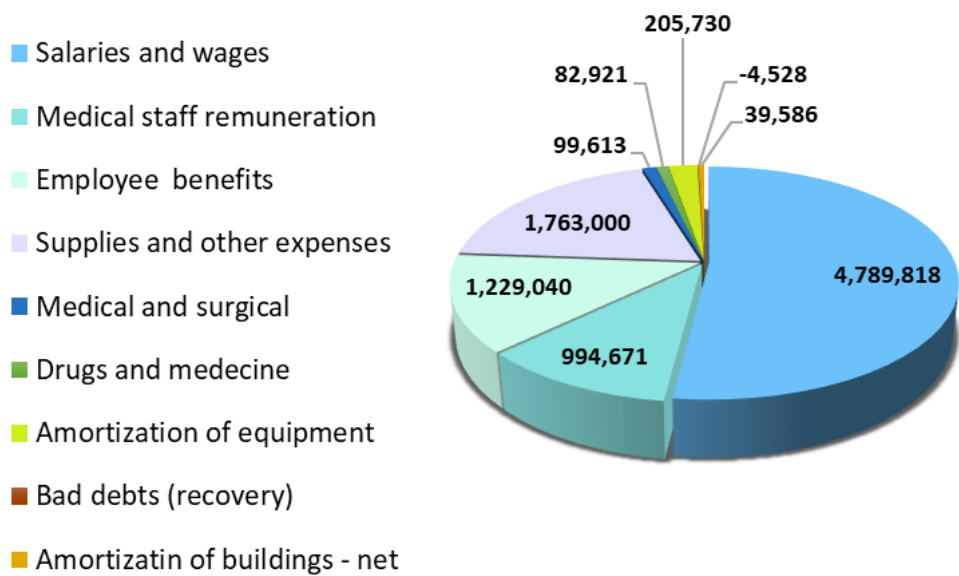
**Accountability:** We take ownership of our decisions and the action taken to achieve our goals.

STATEMENT OF OPERATIONS—YEAR ENDED MARCH 31, 2022

Revenues



Expenses



## HÔPITAL DE SMOOTH ROCK FALLS HOSPITAL

### HOSPITAL OFFICIALS

#### 2021-2022

---

#### BOARD OF DIRECTORS

##### ELECTED OFFICIALS

---

Chairperson	Mrs. Diana Brunet
Vice-Chairperson	Mrs. Jean-Marie Couture
Treasurer	Mrs. Angèle Rochon
Directors	Dr. Daniel Lebel (non-voting)
	Mrs. Martine Blanchette
	Mr. Clément Deroschers
	Mrs. Diane Bernier

---

#### ADMINISTRATIVE PERSONNEL and CONSULTANTS

---

Chief Executive Officer	Mrs. Melonie Loubert
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

---

The Board of Directors comprises the Chairman, the Vice Chairman and the other members. The Chairman of the Board of Directors, the Vice Chairman and the Treasurer are elected for a one-year term of office and the other members are elected for a three year term of office by the Annual General Meeting.

# HÔPITAL DE SMOOTH ROCK FALLS HOSPITAL

## FINANCIAL HIGHLIGHTS

### STATEMENT OF OPERATIONS—YEAR ENDED MARCH 31, 2022

	2022 Budget (Unaudited)	2022 Actual	2021 Actual
<b>REVENUES</b>			
Ontario Health North, schedule 1	\$ 6,718,217	\$ 7,227,604	\$ 7,334,391
Alternative funding agreement	900,000	845,665	884,161
Differential and co-payment	607,000	582,103	664,214
Recoveries and sundry income	333,414	312,296	352,716
Amortization of deferred capital contributions— equipment	147,370	153,646	173,417
Patient revenues	100,400	106,820	87,830
Gain on disposal of capital assets	-	7,000	-
	<b>8,806,401</b>	<b>9,235,134</b>	<b>9,496,729</b>
<b>Expenses</b>			
Salaries and wages	\$ 4,292,201	4,789,818	4,326,276
Medical staff remuneration	1,033,770	994,671	1,020,463
Employee benefits	1,241,774	1,229,040	1,366,031
Supplies and other expenses	1,831,788	1,763,000	1,743,631
Medical and surgical	87,950	99,613	104,440
Drugs and medicine	79,241	82,921	107,417
Amortization of equipment	207,081	205,730	210,138
Bad debts (recovery)	3,500	(4,528)	1,781
Amortization of buildings—net, schedule 2	27,442	39,586	28,565
	<b>8,804,747</b>	<b>9,199,851</b>	<b>8,908,742</b>
<b>EXCESS OF REVENUES OVER EXPENSES FROM OPERATIONS, BEFORE OTHER INCOME AND PROGRAMS</b>	1,654	35,283	587,987
<b>WORKING FUNDS DEFICIT FUNDING</b>	-	-	859,700
<b>OTHER PROGRAMS, SCHEDULE 3</b>	(945)	2,056	(945)
<b>EXCESS OF REVENUES OVER EXPENSES</b>	<b>\$ 709</b>	<b>\$ 37,339</b>	<b>\$ 1,446,742</b>



# **HÔPITAL DE SMOOTH ROCK FALLS HOSPITAL**

## **FINANCIAL HIGHLIGHTS**

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

	Invested in Capital Assets	Unrestricted Sur- plus (Net deficiency)	Total 2022	Total 2021
<b>NET ASSETS (NET DEBT), BEGINNING OF YEAR</b>	\$ 504,435	\$ 8,350	\$ 512,785	\$ (933,957)
<b>EXCESS OF REVENUES OVER EXPENSES</b>	-	37,339	37,339	1,446,742
<b>NET CHANGE IN INVESTED IN CAPITAL ASSETS</b>	121,113	(121,113)	-	-
<b>NET ASSETS (NET DEBT), END OF YEAR</b>	\$ 625,548	\$ (75,424)	\$ 550,124	\$ 512,785

To view the auditors report in full, please visit [www.srfhosp.ca](http://www.srfhosp.ca)

# HÔPITAL DE SMOOTH ROCK FALLS HOSPITAL

## FINANCIAL HIGHLIGHTS

### STATEMENT OF FINANCIAL POSITION—MARCH 31, 2022

	2022	2021
<b>ASSETS</b>		
CURRENT ASSETS		
Cash	\$ 1,737,551	\$ 879,691
Accounts receivable	712,790	1,334,627
Inventories	76,654	75,843
Prepaid Expenses	78,780	60,998
	2,605,775	2,351,159
CAPITAL ASSETS	5,114,082	4,754,859
	7,719,857	7,106,018
<b>LIABILITIES</b>		
CURRENT LIABILITIES		
Accounts payable and accrued liabilities	1,695,419	1,283,353
Deferred revenues	407,290	482,092
Current portion of obligation under capital leases	12,200	11,600
	2,114,909	1,777,045
OBLIGATION UNDER CAPITAL LEASES	94,595	107,282
DEFERRED CAPITAL CONTRIBUTIONS	4,381,739	4,131,542
POST-EMPLOYMENT BENEFITS PAYABLE	578,490	577,364
	7,169,733	6,593,233
<b>NET ASSETS</b>		
INVESTED IN CAPITAL ASSETS	\$ 625,548	\$ 504,435
UNRESTRICTED SURPLUS (NET DEFICIENCY)	(75,424)	8,350
	550,124	512,785
	\$ 7,719,857	\$ 7,106,018

# HÔPITAL DE SMOOTH ROCK FALLS HOSPITAL

## FINANCIAL HIGHLIGHTS

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

	2022	2021
<b>OPERATING ACTIVITIES</b>		
Excess of revenues over expenses	\$ 37,339	\$ 1,446,742
Items not involving cash:		
Amortization of deferred capital contributions-equipment	(153,646)	(173,417)
Amortization of deferred capital contributions: buildings	(381,574)	(373,582)
Amortization of deferred capital contributions-detox	(19,145)	(18,145)
Amortization of equipment	205,730	210,138
Amortization of buildings	421,160	402,147
Amortization of leasehold improvements—detox	19,090	19,090
Amortization of major equipment –detox	6,888	5,945
Gain on disposal of capital assets	(7,000)	-
	128,842	1,518,918
Change in:		
Accounts receivable	621,837	(1,078,776)
Inventories	(811)	15,915
Prepaid expenses	(17,782)	(2,254)
Accounts payable and accrued liabilities	412,066	71,562
Deferred revenues	(74,802)	177,067
Post employment benefits payable	1,126	48,340
	1,070,476	750,772
<b>FINANCING ACTIVITIES</b>		
Repayment of obligation under capital leases	(12,087)	(11,607)
Capital contributions received	804,562	386,352
	792,475	374,745

Statement of Cash Flows Continued on Next Page

# HÔPITAL DE SMOOTH ROCK FALLS HOSPITAL

## FINANCIAL HIGHLIGHTS

### STATEMENT OF CASH FLOWS (CONT'D)— YEAR ENDED MARCH 31, 2022

	2022	2021
<b>CAPITAL ACTIVITIES</b>		
Capital assets additions	\$ (564,774)	(412,262)
Capital project in progress additions	(617,440)	-
Proceeds from disposal of capital assets	7,000	10,189
Transfer of capital project in progress	170,123	-
	(1,005,091)	(412,262)
<b>CHANGE IN CASH POSITION</b>	\$ 857,860	713,255
<b>CASH POSITION, BEGINNING OF YEAR</b>	879,691	166,436
<b>CASH POSITION END OF YEAR</b>	1,737,551	879,691

To view the auditor's report in full, please visit [www.srfhosp.ca](http://www.srfhosp.ca)