

## Good things are happening at RVH

There are plenty of good news stories at Renfrew Victoria Hospital to celebrate and share with our community. Much of the spotlight over the past year has been directed towards the historic transformation taking place as we expand and renovate to provide the best care possible close to home.

But that doesn't mean we've been sitting back relaxing in other areas. Much work is being invested into education, quality and safety, and leading clinical services to help ensure a strong and sustainable future for health care in Renfrew and the surrounding area.

Behind the scenes, our staff and physicians continue to seek out new opportunities to meet the needs of our community, and new initiatives that will update our practices to the latest standards and improve quality of care and patient outcomes.

"As an organization that is committed to the ongoing delivery of safe, quality care, it goes without saying that RVH is also deeply committed to supporting our staff to do their best work," says Randy Penney, RVH President and CEO. "Our staff and physicians care about our patients and strive to provide the highest level of care possible."

## RVH receives funding to help implement best practices



RVH's team of nurses responded to the RNAO's RFP in late 2014. The RVH proposal team includes Jessica Gilbert, Clinical Manager of the Acute Care Unit; Christene Ferguson, Vice-President of Patient Care Services; Janice Verch-Whittington, Clinical Manager of the Nephrology Program; Charlene Hanniman, Clinical Manager of Complex Continuing Care; Kim Dick, Clinical Manager of Emergency/Ambulatory Care; Jennifer Valiquette, Manager of the Regional Assault Care Program; Rhonda Normandeau, Clinical Manager of the Operating Room/Oncology/CSS; and Kelly Hebert, Infection Control Coordinator (not pictured).

One proven path to enhance nursing excellence is the use of best practices, which are care concepts based on nursing research.

RVH nursing staff is following this path to excellence with funding from the Registered Nurses Association of Ontario (RNAO) to implement five of RNAO's best practices over the next three years.

The funding award is the result of a submission by RVH nursing staff in response to a request for proposals (RFP) from the RNAO's Best Practices Spotlight Organization® (BPSO®) Designation Program. The successful proposal also launches RVH on the road to obtaining BPSO designation.

"We are very pleased to be selected by the RNAO and to represent RVH as a Best Practice Spotlight

Organization. This funding will allow us to implement nursing best practices in all patient care areas," says Jessica Gilbert, Clinical Nurse Manager of the Acute Care Program. "We are very lucky to have a dedicated staff of nurses who value and demonstrate quality patient care already. This funding will assist us in engaging and empowering our nursing staff at the front-line of patient care—where it matters the most."

The RNAO's 50 best practices offer guidance to health care professionals in a variety of areas, from prevention and/or treatment of pressure ulcers, diabetes, hypertension and asthma to pain management and the prevention of falls. The world-renowned BPGs have been implemented at health care institutions across Canada, as well as in other countries, including the United States, Australia and Spain.

Every three years, the RNAO opens a request for proposals (RFP) to organizations to implement and evaluate BPGs as part of the BPSO Designation program. In February 2015, the RVH nursing team received notice that its submission was successful.

"This is really excellent news for RVH and our patients," says Chris Ferguson, Vice-President of Patient Care Services. "I am really pleased that our nursing team put an application forward to apply for this excellent opportunity. The project will play a significant role in improving best practices for our patients."

RVH hopes to achieve BPSO designation with the successful implementation and evaluation of:

- Screening for delirium, dementia and depression in older adults
- Assessment and management of pain

- Patient-centred care
- Women abuse: screening, identification and initial response in the Emergency Department
- Decision Support for Adults Living with Chronic Kidney Disease.

RVH was among many applicants. "RNAO received a tremendous response to this RFP. Your proposal was appraised by a team of reviewers comprised of representatives from BPSOs and the International Affairs & Best Practice Guidelines Program staff," wrote Irmajean Bajnok, Director of the RNAO's International Affairs and Best Practice Guidelines Centre. "Congratulations on becoming an RNAO Best Practice Spotlight Organization. We are proud to partner with you!"

## Enhancing services for seniors

Frail elderly patients are a growing population in our community and RVH is committed to enhancing senior friendly services.

Recently, RVH was one of a small number of Ontario hospital applicants selected to participate in the Senior Friendly Hospital ACTION (Accelerating Change Together In Ontario) Program launched by the Local Health Integrated Networks (LHINs) and Regional Geriatric Programs (RGPs).

The vision of the program is to “enable seniors to maintain optimal health and function while they are hospitalized so that they can transition successfully home or to the next appropriate level of care,” states the SFH website.

The program includes a three-day training session in Toronto in April, coaching, and bimonthly webinars, as well as follow-up and closing events,

all at no cost to the hospital. Each organization can send a team made up of two to four staff members.

“The training for this is paid for and will allow us to obtain the tools and education necessary to roll out important initiatives for the seniors in our care,” says Chris Ferguson, RVH Vice President of Patient Care Services.

The advanced leadership training program will be based on three themes:

1. A senior friendly hospital framework that can be used for planning and decision making
2. A quality improvement model for SFH improvement strategies that will lead to better patient outcomes.
3. Change management and leadership strategies that will assist with the design and implementation of SFH improvement goals.



Each participating team must develop a project goal that is evidence-based, measurable, can be completed within a 10-month timeframe, and aligns with organizational priorities.

“For RVH we are focusing on functional assessment tools for acute care as our main project. This initiative will

also help to maintain functional status for those elderly complex patients admitted to RVH,” says Ferguson.

RVH team members include Jen St. Michael, Charlene Hanniman, and Chris Ferguson as the senior management lead.

## Local student learning finance ropes at RVH

With an eye on a career in business commerce, Evan Naismith is crunching numbers for his cooperative education placement with the RVH Finance Department.

“I’m interested in learning how a large corporation is managed and knew RVH would be the best place to learn,” says the St. Joseph’s High School student about his choice.

RVH has a record of providing learning opportunities for students says Tim Sonnenburg, RVH Vice-President of Financial Services. “We welcome co-op placements and internships when we have openings in areas that interest them. The real life experience helps students to make career decisions and hopefully encourages them to choose a career in a health care or related field.”

Naismith spends three hours a day at RVH and will continue to the end of the school year.

Shelley Clarke, Manager of Financial Services at RVH says his assistance with bank reconciliations for month end reports with both the hospital and the Foundation has been a great help to the department.

Naismith has also been assisting Clarke with collecting parking and making rounds at the ATM. “He has been getting to know a little about everything we do around here.”

Naismith says he is enjoying the experience and is impressed by the collegiality amongst staff.

“This is a really good work environment and everyone is so welcoming and willing to help me with any questions I have,” Naismith says about the opportunity to work at RVH.

**Evan Naismith enjoys working with Shelley Clarke, Manager of Financial Services, and RVH staff during his co-op placement at RVH.**



## Shared data will lead to improved surgical outcomes



RVH is one of only 15 successful applicants who responded to an invitation from the National Surgical Quality Improvement Program–Ontario (NSQIP-ON). The 18-month quality improvement initiative will allow hospitals to share surgical best practices, compare results and experiences, learn from one another and network among peers with the overall goal of improving surgical care.

Dr. Susan Krajewski will lead program implementation at RVH and will be instrumental in engaging

**Dr. Susan Krajewski explains that a new initiative supported by the Ontario Association of General Surgeons and Health Quality Ontario allows hospitals to monitor outcomes after surgery and implement quality improvement.**

the surgical team and sharing data within the organization to implement quality initiatives. Roughly 45 variables will be collected and submitted for each surgical procedure completed, including pre-operative risk factors and post-operative complications. NSQIP will provide each hospital with the necessary tools to analyze the data collected and identify areas for quality improvement.

“This is the first nationally validated, risk-adjusted, outcomes-based program to measure and improve the quality of surgical care. NSQIP is designed to help hospitals improve surgical care through the use of risk-adjusted clinical data. The program will place hospitals in the national lead in providing high-quality, effective surgical care,” notes Dr. Krajewski.

## Addressing a gap in physiotherapy needs

A new service that targets patients without extended health benefits for physiotherapy has recently been introduced at RVH.

Jennifer St. Michael, Senior Physiotherapist at RVH, says the physiotherapy team is excited to add outpatient services to their practice.

“It’s important that those who need physiotherapy don’t fall through the cracks and can be followed along the continuum of care. Now they have access to care and can utilize our fully functioning physiotherapy gym,” she says.

The benefits are also great for the health care professionals.

Offering a wider range of service taps into “a whole other skillset where we are able to lend our expertise,” St. Michael shares.

Increased access to community-based physiotherapy needs is possible after being approved for base funding from the Champlain LHIN and with an additional investment by RVH.

The funding has helped provide an additional full-time position in the department, which will be helpful in attracting and retaining staff.

“This is amazing news for our community,” notes Yolanda Prange, Physiotherapist at RVH. She adds that many patients are unable to afford follow-up care at private physiotherapy clinics.

There are strict guidelines patients must meet to be seen under the new “episodes of care” physiotherapy services.

- Patients must be insured under OHIP, be referred by a physician or nurse practitioner on the medical staff of RVH and meet one of the following criteria:
  - 65 or older
  - aged 19 or younger
  - recently discharged as an in-patient of a hospital and require physiotherapy services that are directly connected to the condition for which the patient was admitted to the hospital
- Patients must be eligible for funding of services under the Ontario Disability Support or Ontario Works programs

Patients can’t be eligible to receive the physiotherapy service through other Ministry of Health and Long-Term Care programs, automotive insurance or a Workplace Safety and Insurance plan.



Members of RVH’s physiotherapy team, Jennifer St. Michael, Yolanda Prange and Stefanie Coughlin, are happy to be able to offer a new service to the community.

## Late Career Nursing Initiative taps expertise

RVH’s seasoned nurses are highly regarded for their vast knowledge and wide range of skills as care providers. Tapping into that wealth of experience, late career nurses now have an opportunity to help behind the scenes of our busy units to advance projects that improve care and/or the quality of work environments.

One-time funding approval from the Ministry of Health and Long-Term Care has been granted to support the implementation of the Late Career Nursing Initiative at RVH.

“The Initiative allows our late career nurses to do projects that will improve nursing or patient experience at RVH,” explains Julia Boudreau, Vice-President of Corporate Services. “They use their clinical expertise to be involved in a change. It is a great way to retain these nurses with invaluable expertise to mentor others, implement and lead changes.”

Important assignments like regular review of department policies and procedures, and organizing special projects or educational and training opportunities are necessary to provide top-quality care.

In the Emergency Department, RN Dorothy Power’s expertise was utilized with preparing all of the crash carts located throughout the hospital. A crash cart contains all of the equipment and medication needed to treat a patient in the first 30 minutes or so of a medical emergency. It is important that each contains the exact same items.

“Each floor has different needs and there are specific needs within each unit,” notes Joyce Mulvihill, RN in the hemodialysis unit.



Late career nurses Joyce Mulvihill, Shelley White, Gracya Derome and Connie Robinson work in RVH’s hemodialysis unit.

Her long-time colleague RN Shelley White has been assisting with numerous tasks in preparation of the move into the expanded Nephrology Centre.

“Each task is something that has to get done and we can’t take that time away from front-line patient care,” White concludes.

### The nursing workforce is aging

According to the Canadian Institute for Health Information’s *Regulated Nurses: Canadian Trends, 2007 to 2011*, just over one-quarter of working RNs are 55 or older. Of the total number of RNs in the workforce in 2011 (270,724), about 38,000 were between the ages of 55 and 59 and another 32,000 were age 60 or older.

## TLC for your feet

We all rely on our feet to take us places every day—from room to room in our homes, for a walk in the great outdoors, or to work. A new foot care service at Renfrew Victoria Hospital provides professional foot care to ensure your feet are up to the task.

“Good foot health is crucial for overall health and mobility,” says Kim Sullivan, a registered practical nurse with specialization in advanced foot care. She also has certification in wound care from the University of Toronto.

While seniors are the primary clientele for the service, many people develop problems with their feet that require medical attention. Calluses, bunions, ingrown toenails and fungal infections are some common issues. People with diabetes are at higher risk of developing wounds and infections on their feet and extra dry skin that can lead to calluses.

Sullivan provides thorough feet and lower leg assessments, checking nail health and addressing cracked skin issues.

A visit to the Foot Care Service consists of a comprehensive foot health management program. Sullivan walks her clients through preventative measures, provides foot care education and treatment.

“This is a fee-for-service clinic and follows the same strict high standards for health and safety that RVH is known for,” explains the program’s Nurse



Kim Sullivan, RPN, provides professional care at the new RVH Foot Care Service.

Manager Kim Dick, noting clients do not need a doctor’s referral to book an appointment.

The cost for a first visit to the Foot Care Service is \$38 and \$25 for routine follow-up appointments. Any profits from this service are reinvested in other health care initiatives for our community.

To make an appointment, call the RVH Foot Care Service secretary at (613) 432-9696. The clinic is located on the lower level of 500 Raglan Street.

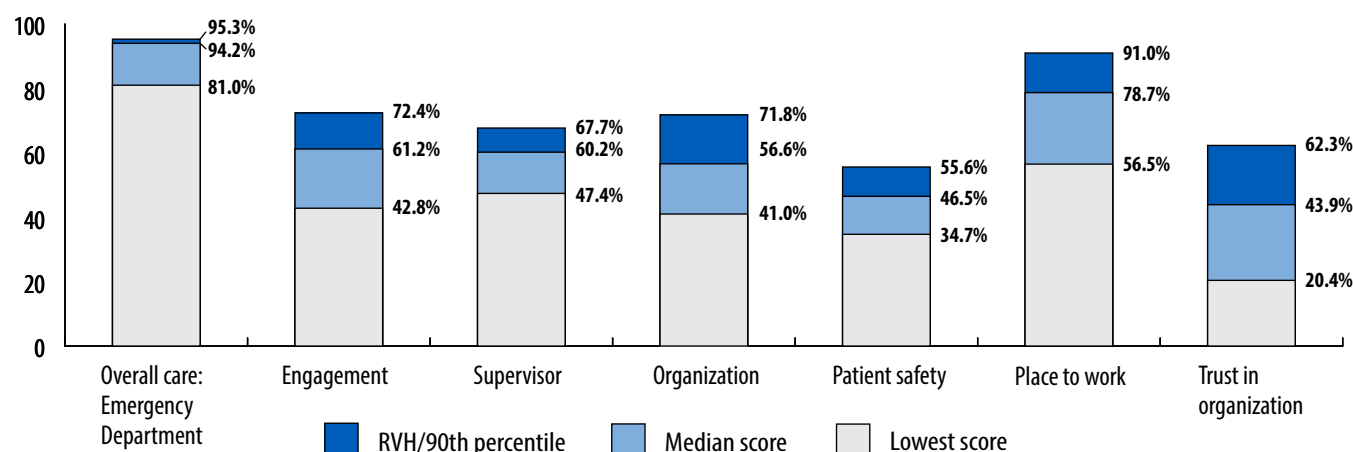
### Do you know?

- The feet of a person weighing 130 pounds absorb 500 pounds of pressure with every step. This impact reaches about five million pounds of pressure each day. The more you weigh, the greater the pressure.
- The average person takes 8,000 to 10,000 steps per day, which equals 115,000 miles (four times around the world) over a lifetime.
- 75% of all Canadians will experience a foot-related health care problem at some time in their life.



FOOT CARE SERVICE

## Survey results show some high rankings for RVH



### Kudos to the RVH Emergency Department

The Emergency Department at Renfrew Victoria Hospital was one of the top performers in a patient satisfaction survey conducted at 129 hospitals across Ontario between April 1, 2013 and March 31, 2014.

The patient survey results are contained in the fourth annual report on “Patient Ratings of Overall Care and Likelihood to Recommend Ontario Hospitals,” compiled by National Research Corporation Canada (NRCC) and released in February. The report’s purpose, as stated in its introduction, “is to highlight hospitals in Ontario that have received excellent performance ratings, based on patient perceptions. The top performing hospitals that have been named in this report

may have leading practices in place from which others can learn.”

RVH’s Emergency Department was one of 13 in hospitals across Ontario that achieved satisfaction ratings above 90 percent to the question: “Overall, how would you rate the care you received in the Emergency Department?”

This is the first time the RVH Emergency Department has been recognized in the NRCC’s annual report on patient satisfaction.

“This is a significant accomplishment for our staff and it reflects well on the leadership in our Emergency Department,” says Randy Penney, RVH President and CEO. “Congratulations to all staff members and physicians.”

### High ratings in patient and employee surveys

RVH also achieved high scores in an NRCC survey that measured employee and physician engagement at 45 hospitals in Ontario. This report called “Employee and Physician Engagement and Overall Rating of Hospital as a Place to Work,” is based on a survey conducted between July 2012 and June 2014.

As the report points out, a high level of engagement by employees and physicians correlates to a healthy, high-performing workplace, which reflects on positive outcomes for patients, staff and the hospital in general.

RVH scored above the 90th percentile in four of 11 themes: engagement, supervisor, organization, and patient safety. RVH also scored above 90 percent for two specific items: overall

rating as a place to work and I can trust this organization.

“These NRCC results help us to gauge the overall work experience at our hospital,” says Julia Boudreau, Vice-President of Corporate Services. “A high level of engagement among staff and physicians is very positive not only for our work environment, but for quality of care and patient outcomes.”

RVH CEO Randy Penney says both survey results are helpful indicators of the hospital’s strengths and areas for improvement. “Our mission at RVH is to provide excellent health care. Our goals are to maintain both high-quality patient care and a healthy work environment. These surveys help us to learn patient and staff perceptions of how we are doing and what we can do better.”



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