

ANNUAL REPORT 2019–2020

BOARD OF DIRECTORS



Front: Randy Penney, President & CEO, Shauna Lemenchick, Meena Ballantyne, Marg Tubman, Cathy O’Neil, Chris Ferguson, Robert Pelletier. Back: Rob Tripp, Tom Faloon, Sandi Heins, Phil Marcella.
Inset: Keanan Stone, Chair, Dr. Steve Radke, Chief of Staff, Dr. Nicole Delbrouck, President Medical Staff.



Keanan Stone has completed her 9 year term on the Board of Directors and for the last 4 years she has held the position of Board Chair. We wish to thank Keanan for her dedication to RVH, her leadership, commitment, insights and professionalism.



We welcome Marg Tubman as the new Board Chair and know that we are in good hands as we move forward.

WHO WE ARE

A values-driven organization dedicated to excellence in health care



By the Numbers

- 4 Year Accreditation
- \$1.8 Million Capital Budget
- \$45 Million Operating Budget
- 30 Consecutive Years with Balanced Budget
- 15,972 Patient Days
- 450 Staff
- 200+ Volunteers
- 24 Active Physicians, 65 Consultants
- 50+ TOH Radiologists

Populations of Emphasis

- Renal diseases and related illnesses
- Cancer Care
- Addictions Treatments
- Specialized Needs in Aging
- Sleep Apnea
- Rural Health

BUDGET

We are pleased to report that we have achieved a balanced budget for the 30th consecutive year with a small surplus of \$131,000 combined operating and capital for the period ending March 31, 2020.

ATLAS ALLIANCE – EPIC

Six regional health partners, including Renfrew Victoria Hospital and St. Francis Memorial Hospital, started using the Epic Health Information Network on June 1, 2019, bringing patient-centered care to the digital age. As part of this new health information system, each health partner has real-time access to patient medical information; allowing health-care providers to make timely, informed decisions based on the most comprehensive, and connected information. As a result of this new health information system, patients and providers have improved collaboration among partners to continue to deliver compassionate, excellent care.

During the first few weeks after Go-Live, hospital staff became accustomed to the new system and some processes took longer than normal. Patients were assured that they would receive the best care possible as the hospital added extra staff in certain areas to minimize any potential delays.

The current health partners are The Ottawa Hospital, The Ottawa Hospital Academic Family Health Team, the University of Ottawa Heart Institute, Hawkesbury and District General Hospital, Renfrew Victoria Hospital, and St. Francis Memorial Hospital in Barry's Bay. New partners may come on board as early as January 2020, and the system is designed to improve collaboration between all health partners in our region and beyond.

The launch of Epic supports the Ontario Ministry of Health and Long-term Care's mandate to have a more integrated health-care system that improves patient outcomes.

ONCOLOGY SERVICES

Thanksgiving weekend, October 2019, at RVH included a special celebration of 25 years of providing cancer care services in our community. In 1994, the first cancer clinic with specialists from Ottawa took place and the first chemotherapy treatment was given at RVH. This was made possible through a formal affiliation with the Ottawa Regional Cancer Centre. Over the past 25 years, RVH has provided more than 19,000 chemotherapy treatments and more than 50,000 mammograms. Patients and their families have been our focus and we hope we have made a difference in their lives by providing care closer to home.

Tours of the Oncology Unit which was relocated and expanded in 2015 were also held. Following the tour an 'Amigos style' community smorgasbord celebration dinner was held at the RCAF Wing and open to the public. The Three Amigos dinner was started in 1995 by Janet (Gillan) Robertson, Annette Miller and JoAnn McGregor to raise awareness and funds to support the oncology and mammography programs at RVH. Although these dinners were no longer being held as Janet passed away in 2015, Annette and Joanne and a group of volunteers agreed to resurrect the dinner "one last time".

SURGICAL SERVICES

Dr. David Carver was recruited as the surgical site chief in January 2019, and Dr. Janelle Rekman joined the surgical team at RVH in September 2019. With the recruitment of Dr. Rekman and Dr. Carver, the surgical program at RVH now offers additional expertise in minimally invasive procedures, emergency general surgery and cancer surgery. Dr. Rekman's recruitment is also the next step in the link between the surgical program at RVH and the Department of Surgery at The Ottawa Hospital (TOH). Both Dr. Rekman and Dr. Carver are part of the Renfrew community, but also members of the Division of General Surgery at TOH where they will maintain a part of their practice. This has created a strong link between the two programs that ensures patients having surgery in Renfrew will receive the same quality of care as patients in Ottawa and those patients who do need to go to Ottawa for surgery can be transferred seamlessly.



PRESIDENT & CEO RETIREMENT



After more than 30 years at the helm, Randy Penney informed the RVH and SFMH Boards that he will retire as President and CEO of Renfrew Victoria Hospital and CEO of St. Francis Memorial Hospital effective June 2020. Randy has guided both hospitals through tremendous change and growth, establishing programs in Nephrology, Oncology, and building integrated health centres on both campuses. He has driven significant integration with both the Ottawa Hospital and the Ottawa Heart Institute. Randy has been dedicated to quality care and has provided outstanding leadership since he took on the CEO role at RVH in 1990. He has always ensured that our patients are front and centre, and led our organizations to successfully meet Accreditation Canada standards, a measure of quality and safety. As a surveyor and past Chair of the Surveyor Advisory Committee for Accreditation Canada, Randy has been focused on quality improvement. Throughout Randy's career he has mentored others to become successful health leaders. Randy has achieved a balanced budget for 30 consecutive years at RVH, and has been at the forefront of building partnerships and fostering integration in order to enhance health care services close to home.

Randy agreed to stay on as a Strategic Advisor for RVH and the Foundation for six months following his retirement in June 2020 to help ensure a smooth transition and serve as a resource to the Corporation.



SUCCESSION PLAN

Julia Boudreau who was the Vice President of Corporate Services, assumed the newly created role of Senior Vice President until she took on the role of President and CEO on June 1, 2020.

The Board was confident that with Julia's clinical background, understanding of the hospital at the operational level, and knowledge of our stakeholders positioned her well for this position.

Randy has mentored Julia for much of her career and will continue to provide support in his role as Strategic Advisor.



NEW VICE-PRESIDENT OF CORPORATE SERVICES

Alison Green began at RVH as the Vice-President of Corporate Services on January 6, 2020.

Alison has healthcare and leadership experience and has been involved in human resources since 2005.

CT SCAN

Contrast CT studies were extended to both emergency patients and in-patients. On January 27, 2020 all but a few specialized procedures are offered from 8 a.m. to 10 p.m. daily, 7 days a week. These services were not offered on weekends or in the evenings previously, so it was a great win for RVH. It will help reduce the number of patients who have to wait until a weekday for follow-up, and help prevent, in some cases, transferring patients to another hospital for imaging and care. Now that we have two general surgeons providing extended emergency surgical procedures, further expediting patient care and the expansion in CT services helps to support our newly introduced surgical on-call program by assisting with emergent diagnoses.

HOSPITALISTS

RVH is implementing a new model of care that will benefit both our inpatients and local physicians. By July 2020, inpatient care at RVH will be managed by Hospitalists—dedicated inpatient physicians who work exclusively in the hospital setting. This replaces the current model whereby general practitioners/family physicians are granted hospital privileges to provide care to the patients in their family practices when they

are hospitalized. The shift to the Hospitalist model of care began in Canadian hospitals as long as 20 years ago and it is increasingly being implemented in hospitals across the country.

At RVH the implementation of a new model is in response to the overall shortage of physicians in our community and the difficulty recruiting new physicians in combination with the number of long-term GPs reaching retirement. RVH will continue to be an active participant trying to recruit physicians. With the decreasing numbers, the remaining family physicians are facing increasing demands on their time, which is often split between large family practices, coverage in the emergency department, and inpatient care.

They are also tasked with assuming the role of ‘most responsible physician’ for orphan inpatients—the growing number of patients who have no family physician—in addition to caring for their own patients.

For patients, the new model will mean improved access to the physician during their hospital stay. The dedicated hospitalists will be more available to inpatients and their family members, able to follow-up on tests, deal with problems that may arise, and coordinate hospital care, including transitions in care and discharge planning.

COVID-19

On December 31, 2019, the WHO China Country Office was informed of cases of pneumonia of unknown etiology detected in Wuhan City, Province of China. The outbreak began in a seafood and poultry market in Wuhan, a city of 11 million in central China. On March 11, 2020, the coronavirus was confirmed to have human to human transmission and on March 11, 2020 the WHO declared COVID-19 viral disease a pandemic.

These have been unprecedented times – unlike anything many of us have ever seen before or experienced in our lives. COVID-19 has tested the strength and resilience of our hospital, our physicians our staff and our community in ways we couldn't anticipate.

The COVID-19 pandemic was a top priority for RVH during the latter part of the year, and continues to be a top priority as we plan, learn, and redesign how care is provided in a COVID world. Now is the time to take

stock of what has worked and what hasn't in the first wave and actively plan for what is likely to come next.

The COVID-19 pandemic and its impacts in Ontario may last many months to years. As the region enters this new phase of the pandemic, the ability of hospitals to continue their increase of scheduled services is directly linked to the community's ongoing efforts to control the spread of COVID-19. As a community, we must continue to be vigilant, and follow proper hand hygiene, physical distancing and masking protocols. This will allow us to avoid future peaks in transmissions, which could lead to decreased levels of service once again.

We are extremely thankful to the community for supporting RVH during this pandemic for making cloth masks, gowns, and keeping the moral of the staff up by giving us complimentary lunches and coffee breaks. Thank you to the community for supporting us at RVH!



Growing forward BUILDING CARE



2016–2021 Strategic Plan



A new Strategic Plan

In 2015, the RVH Board undertook the renewal of our Strategic Plan. Following extensive consultation with our staff, physicians, volunteers and the patients, community partners and public, our new Strategic Plan was approved in April 2016.

In concert with the development of our new strategic plan was the rejuvenation of our Mission, Vision and Values. Set against the backdrop of the largest-ever expansion and ongoing redevelopment of our hospital, this document will help to ensure that we provide safe, quality care to our patients into the future as new challenges and opportunities arise.

With a dedicated team of staff, physicians and volunteers, and our partners in the community and beyond, we will continue Growing Forward, Building Care.

RVH Facts & Stats

- RVH has been meeting the health care needs of Renfrew and area for more than 115 years
- RVH employs more than 425 people
- We care for almost 30,000 people in our emergency department, close to 15,000 in our ambulatory care clinics, and provide nearly 17,000 dialysis treatments and 16,000 x-rays each year.





Quality of Care

We will deliver the highest quality care to achieve the best possible experience and outcomes for our patients and their families. We will:

- Employ best practices to promote safe care and optimize outcomes
- Expand the use of evidence-based practices and measurable outcomes to drive continuous quality improvement
- Actively inform, engage and support patients and caregivers, respecting their values, preferences and needs to enable the care team to provide compassionate, collaborative patient-/family-centred care
- Deliver coordinated and integrated care in the right place at the right time to support successful transition across the continuum of care

Strength in People

We will champion an environment that positions RVH as the organization of choice for staff, physicians, volunteers and partners where everyone is empowered to be the best they can be. We will:

- Sustain and enhance an environment that values and supports health, safety and wellness
- Inspire a culture of empowerment and engagement that encourages collaboration, ownership and innovation
- Employ strategies to attract and retain the best possible team
- Communicate clear expectations and provide meaningful recognition of achievements
- Promote opportunities and support ongoing development and education to meet the changing needs of our health care team

System Integration

We will strengthen relationships and embrace innovative opportunities to advance the delivery of seamless, high quality health care that is responsive to our community's needs. We will:

- Create a climate that encourages access to collaborative, coordinated health care by leveraging existing and embracing new relationships
- Implement and optimize systems and processes by expanding the use of evidence-based performance measures and best practices
- Mobilize technology and equipment that enhances quality, safety and efficiencies in care while mitigating risk

Financial Performance

We will demonstrate financial discipline and innovation to support high quality care that responds to the evolving needs of our patients and their families. We will:

- Enhance existing and seek out new revenue streams
- Deliver financial transparency and accountability to our stakeholders
- Nurture a strong community relationship that encourages continuous investment in RVH
- Promote a culture and employ strategies that optimize utilization of resources
- Employ performance measures and benchmarks that effectively focus our actions on improving financial performance
- Strategically invest in infrastructure, equipment and technology to provide a safe environment and high quality care

Our mission

To provide the best possible health care experience for our patients and their families.

Our vision

Renfrew Victoria Hospital will be a model of excellence in health care.



Our values

Quality

We are committed to continuously improving the quality of health care we provide.

Safety and Wellbeing

We make every effort to support the safety and wellbeing of all individuals within our environment.

Leadership and Accountability

We champion innovation and collaboration to anticipate and respond to the changing needs of our community in a fiscally-responsible manner.

We foster a culture that encourages everyone to embrace ownership, innovation and teamwork.

Respect

We respect the rights, dignity and values of each individual.

Engagement

We believe care is enhanced through the active participation of patients and their caregivers.

We value the contribution of each individual in the organization.