

# ANNUAL REPORT 2020–2021

## Report from the Chair

As Julia Boudreau completes her first year as CEO, I too am completing my first year as Chair of the RVH Board of Directors. Let me start by saying that it is a privilege to have been chosen to take on the role of Chair. We, the people of Renfrew and area, are in an enviable position to have such a wonderful hospital and I am proud to be associated with it.

The foresight of the senior management over the last 30-plus years has made this institution a leader in rural health care. From the addition of the Nephrology program, which allows local patients suffering from kidney disease to obtain treatment locally, to the Oncology program, which allows cancer patients to receive chemotherapy in Renfrew, to our surgical, radiology, emergency department and clinic staff to name only a few areas of the hospital, our ability to receive top-notch health care at home is crucial to the wellbeing of our community. Again, we are so fortunate to have this facility close to home.

Living through COVID during the last year and a half has been unprecedented in the health care industry. The team at RVH has been amazing—working long hours, taking on extra duties and continuing to ensure that health care is available to those in need 24/7/365. I, along with the Board of Directors, cannot thank these people enough for all they have done and continue to do.

The vaccination program, which began initially at 100 Health Village Lane and has now moved to Ma-Te-Way, is incredibly well organized thanks to the efforts of the team at RVH along with the Renfrew County and District Health Unit and many volunteers. Thank you to all involved.

Once again RVH has a balanced budget for the 31st consecutive year. Many hospitals in Ontario cannot say this. Senior Management has made fiscal responsibility a core principle while ensuring excellence in patient-centred care. This is something to be proud of.

I could go on and on about how wonderful Renfrew Victoria Hospital is, but I think you already know. The community support for the RVH Foundation Catch the Ace lottery is nothing short of phenomenal. We look forward to it returning following the lock down.

Thank you to everyone who supports our hospital. I look forward to continuing in my role as Chair in 2021–2022.



A handwritten signature in black ink that reads "Marg McNab Tubman".

**Marg McNab Tubman**  
Chair, RVH Board of Directors

# Message from the President and CEO

As I complete my first year as CEO, I would like to take this opportunity to thank everyone for the support that has been shown to me. It continues to be my pleasure to be surrounded by such a dedicated group of health care providers, and I am not surprised by the hard work, dedication, and perseverance that everyone has demonstrated through a truly exceptional year. I am proud to present to our community this 2020-2021 annual report, which provides an opportunity to look back at a year highlighted by some amazing memories, milestones and achievements.



**Julia Boudreau, RVH President and CEO**

## COVID-19

The COVID-19 pandemic will long be remembered as a period in history when society seemed to come to a standstill. Of course, for our hospital, no one stood still—in fact, our physicians and staff have been putting in countless hours to prepare for the unknown, care for patients, and ensure the necessary precautions, policies and practices have been put into place. Over the course of the pandemic, an incredible volume of changing directives and correspondence has been managed, acted upon and shared. Although COVID created a barrier to our traditional methods of ‘getting the job done’, we have been able to respond to the new normal, donning PPE and gathering through virtual rather than in-person means. Together, we have been navigating this uncharted course, and I cannot overstate my pride and appreciation in how the team at RVH has responded to the challenges that COVID presented. With vaccine roll-out well in hand by RVH and our partners including our local physicians, the Renfrew County and District Public Health Department, the Town of Renfrew, and others, there is a bright light now shining at what will hopefully be the end of this journey. I would like to commend our staff and physicians, as well as those who have returned from retirement or other jobs to help support our local community vaccination program.

Although our lives seemed, at times, to be consumed by COVID, the last year also brought many things to celebrate, and there are a few that I would especially like to mention.



## Strategic plan

Every five years, our hospital engages in the process of Strategic Planning. This involves a review of our Mission, Vision and Values to ensure their continued relevance, followed by the formulation of strategic directives. Led by the Board, in the fall of 2020, we embarked on the review and revision of our Strategic Plan. Following education, deliberation, and the input of members of the Board of Directors, patients, staff, physicians and community partners, the new Strategic Plan was approved by the Board of Directors in March 2021. The inclusion of employees and physicians in the Strategic Planning process was important, not only to appreciate and hear their voices, but also to recognize that they



are the true pillars and catalysts to the continued success of our hospital. The 2021-2026 Strategic Plan is a resource to remind us all of the successes we achieve on a daily basis, and the even greater successes that lie ahead. A

sincere thank you to all those who were involved in the planning and preparation of this Plan, particularly our Board members including Rob Tripp, who took the lead on the exercise, and our patient and family representatives.

## Fiscal stability

We are pleased to report that we have achieved a balanced budget for the 31st consecutive year with a small surplus for the period ending March 31, 2021. As in the past, we are permitted to move these surplus funds to our reserves. Having sufficient reserves provides for the foundation of patient care, allowing us the option to purchase equipment, plan for the future, and implement improvements. During this past year, the government of Ontario has recognized the financial burden that COVID has placed on hospitals, and we remain confident that as a province we will move forward on a path that ensures hospitals continue through the pandemic period with sufficient funds.

## Hospitalist model

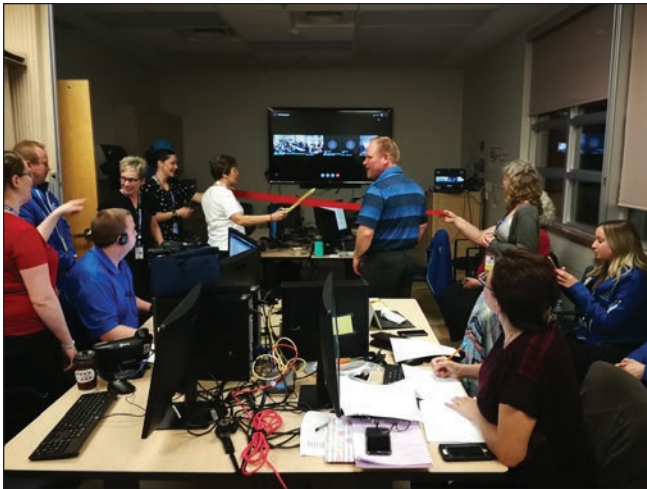
In July 2020, RVH implemented a new medical model of inpatient care provided by hospitalists.

The hospitalists work one-week shifts, providing inpatient care, following up on tests, meeting with patients and their family members, and coordinating overall care. Under the new model, a consistent team of hospitalists who are focused on inpatient care and provide 24/7 coverage has been established. Coupled with this core group of hospitalists, a consistent team of three family physicians has assumed care for inpatients on the Complex Continuing Care Unit. Together, these two models have proven to be very successful with enhanced continuity, and improved transitions. Many thanks to our physicians and staff for this significant change in how RVH strives to deliver high quality, patient and family centred care.

In other physician-related news, in August 2020, RVH welcomed Dr. Candice Cybulskie and Dr. Corey Nixon to Renfrew. Both physicians have opened family practices at 100 Health Village Lane. In addition, Dr. Cybulskie is supporting our ER and hospitalist program; and Dr. Nixon is providing hospitalist coverage as well as care for the patients on the Complex Continuing Care Unit.

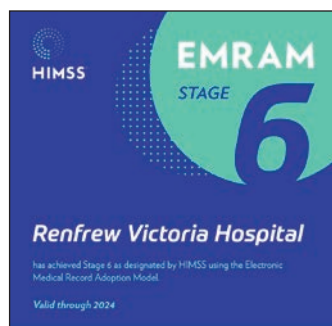


## EPIC (Electronic Health Record)



We continue to reap the advantages of EPIC, which went live on June 1, 2019. EPIC provides a single source of information about a patient’s journey. All visits, notes, results, medications, etc., are available no matter where the patient is being seen among the Atlas Alliance of partners—for example, in a clinic, the emergency department, on a ward, or in diagnostic imaging. The patient does not have to repeat their story, thereby reducing duplication and errors. The MyChart portal allows patients and, when appropriate, families, to communicate with the hospital and caregivers. Notes and results are available for review, appointments can be scheduled, and registration is streamlined. The functionality afforded by EPIC aligns so well with our goal of providing high quality, patient and family-centred care.

In addition to the overall benefits afforded by EPIC, RVH was recognized this past year along with our Atlas Alliance partners for effectively and efficiently using technology in patient care. The Atlas Alliance, which includes RVH, SFMH, Hawkesbury and District General Hospital, The Ottawa Hospital, The Ottawa Hospital Academic Family Health Team, and the University of Ottawa Heart Institute, is the largest group of organizations in Canada to achieve **Stage 6**



**Accreditation** as designated by Healthcare Information and Management Systems Society (HIMSS). The International Electronic Medical Record Adoption Model (EMRAM) scores hospitals around the world based on their electronic medical record (EMR) capabilities through an eight-stage (0-7) model. The Atlas Alliance achieved Level 6, which is the second-highest rating. Only 12 other hospitals in Canada have achieved this. This puts our adoption and utilization of EPIC in the top 2 percent of hospitals in the country! At the same time, RVH and the Atlas Alliance also achieved (O-EMRAM) Stage 6, marking the success of our ambulatory care implementation as one of less than 100 programs in Canada to achieve this milestone.

These are important technical developments for our hospital that position us well for the future. We could not have achieved this without the impeccable clinical execution and commitment to world-class care from our Board, staff, physicians, and partners in the Atlas Alliance Group.

## Capital projects

### General X-Ray Room

Replacement of our main X-ray suite began in May 2020 and was completed in July 2020 on time and on budget. The equipment and room renovations were fully funded by the RVH Foundation “Catch the Ace” funds at a cost of \$1.5 million.

### Elevator Refurbishment

As part of the Heath Infrastructure Renewal Fund, we were able to refurbish three elevators (freight elevator, main elevator and ER elevator). All elevators were completed by March 31, 2021. As an added feature in the refurbished elevators, French software was installed so the voice in the elevator calls out the floors in both French and English.

### Generator Replacement

Also, as part of the Heath Infrastructure Renewal Fund, RVH purchased a generator, which was installed at the north end of the hospital. We now have a back-up generator for the whole hospital and the old generator was re-purposed so we have a back-up to the back-up generator. This project also included the replacement of the concrete deck beside the cafeteria, providing a new patio, as well as an enlarged seating area.

## Education Centre

The Cafeteria Atrium area has been renamed the “Randy Penney Education Centre”, in honour of Randy’s commitment to ongoing learning during his 30-year tenure at RVH.

Many thanks to the team who worked on the successful implementation of each of the above projects, as well as those who supported the projects along the way, including the RVH Foundation, our community, and the Ontario Ministry of Health through HIRF funding.



## Catch the Ace

In April of 2019, the RVH Foundation launched its initial Catch the Ace Progressive Lottery. The lottery hit week 46 in February of 2020 with a Progressive Lottery Jackpot



of \$1,528,992 and the weekly prize an outstanding \$132,662. The Ace was caught by Mike Addlington who was awarded the combined prize of \$1,661,654. The RVH Foundation raised a provincial record of \$2,548,320 for the hospital. The dollars raised have been used to upgrade the X-ray suite and purchase diagnostic imaging equipment. The Catch the Ace lottery would not have been possible without the commitment and support of the Foundation, its volunteers, the ticket vendors and the community at large. A huge thank you to each and every one of you!

The RVH Foundation kicked off their second Catch the Ace license in August 2020 and, after the provincial lockdown pause, will be restarting at Week 26 with a Progressive Lottery Jackpot of \$187,631. To date, the Foundation’s second Catch the Ace lottery has raised an additional \$312,718 that will be directed to upgrades and equipment for our Emergency Department.

Kudos to our Foundation under the leadership of Patti Dillabough, as well as the many volunteers, vendors and the community at large for supporting this amazing fundraiser. RVH is so fortunate to have such an amazing partner as well as such huge support from our community!

## Ontario Health Team

As part of the provincial initiative to make health care more collaborative, integrated and patient-centred, a local team comprised of dozens of health and social service partners submitted an application to the Ministry of Health to become an Ontario Health Team (OHT). Once approved, the new Ontario Health Team will make it easier for people to get the right care, at the right time, in the right place. RVH and our local physicians have been actively participating in this process.

The team that developed the region’s application includes representation from: hospitals, long-term care, paramedic services, primary care, social services, palliative care, home and community care, mental health and addictions, public health, Indigenous and Francophone populations, and patients and families.

Our local network is currently known as “Network 24”. The proposed OHT has a catchment area that stretches from Renfrew to Deep River, and includes the communities of Calabogie, Barry’s Bay, Eganville, Cobden, Pembroke, and Petawawa, as well as those along Highway 60 to South Algonquin Township. A new name for the region’s OHT will be selected once development is complete.

## Words of appreciation

*I would like to express my gratitude to the many individuals that have contributed to the success of our hospital over the last year.*

✿ First off, thank you to the Board of Directors under the leadership of Board Chair, Marg McNab Tubman, who generously volunteer their time to serve on our Boards and Committees. Special thanks to the RVH Foundation staff and Board of Directors for their amazing efforts to provide funds that assisted in the purchase of essential equipment. RVH is so fortunate to have such an innovative and effective partner. Thanks also to our Hospital Auxiliary. Although much of your work has been halted by the pandemic, we are grateful for your continued support. And kudos to our community! This year in particular, we have seen an unprecedented outpouring of support for our staff and physicians, and for that we are truly grateful.

- ✿ Thank you to our medical staff, under the leadership of our Chief of Staff, Dr. Steve Radke. It has been an unprecedented year, and particularly busy in our ER and on our inpatient units. Thank you, also, to all of our wonderful staff and managers for your courage, strength, professionalism and commitment to patient care. You have all risen to the challenge with a fierce determination to overcome one of the biggest threats to public health in our lifetimes. You are all healthcare heroes.
- ✿ Thank you to Chris Ferguson, Tim Sonnenburg, Alison Green, Heather Coughlin, Patti Dillabough, and Sandy Buttle for your leadership, support, dedication and hard work. As noted above, this has been an unprecedented year and your commitment to staff, physicians and patients has been truly remarkable.

Our team is actively working on steering our future with a reset to our operations through and post-pandemic operations and our upcoming accreditation. Guided by our new Strategic Plan, with patients and families central to our focus, we will strive to continue to deliver excellent patient care, while developing and implementing our directions including fiscal sustainability and ongoing affiliation with our partners.

# Fast Facts

Our People  
Our Hospital  
Our Patients

*\$45 Million impact on  
our local economy!*



## 2020-2021 STATISTICS

|  |   |   |
|--|---|---|
|  | Active Physicians - 29<br>Honorary Physicians - 3<br>Consulting Physicians - 64<br>Casualty Officers - 10<br>Radiologists - 50+ | <p>55 Beds<br/>(Includes 40 Active Beds and 15 Complex Continuing Care Beds)</p>  |
|  | Medical Residents – 26<br>Medical Resident Days - 660<br>Medical Students – 11<br>Medical Student Days - 206                    | <p>Admissions – 1,237<br/>                     Average Length of Stay – 14.63<br/>                     Bed Occupancy – 65.55%</p>                                   |
|  | Oncology - Chemotherapy - 942   | <p>Surgical Procedures 2,311<br/>                     Minor Surgery 284</p>   |
|  | Emergency Visits - 16,238   | <p>Dialysis Treatments- 11,909</p>  |
|  | Mammography – 1,998   | <p>Diagnostic Imaging Exams – 9,256<br/>                     CT – 6,649<br/>                     Ultrasound – 5,192<br/>                     Bone Density – 628</p> |
|  | Holter Monitors - 357<br>Echocardiograms – 1,430  | <p>Sleep Lab – 2,276<br/>                     Pulmonary Function Studies – 799<br/>                     Stress Tests – 359</p>                                      |

*The number of all visits are down due to closures or shut downs related to COVID-19*



# RVH Patient & Family Advisory Council

# 2021





# PFAC accomplishments 2017–2021

Patients and families remain central to all we do at RVH, and as a patient-centred hospital, our Patient and Family Advisory Council (PFAC) members are essential to our ability to deliver quality, safe and coordinated care.

The insights and personal stories we hear from PFAC members inspire and inform how we respond to the complex needs of the individuals and their families, both medically and emotionally.

Over the last few years of service, PFAC has demonstrated an outstanding commitment and has had

a positive impact on the development of hospital-led initiatives and the broader healthcare system as a whole, especially during the challenging COVID-19 pandemic in the past year.

We are grateful to all members of the Patient and Family Advisory Council for partnering with us to deliver an exceptional patient experience. Your time, talent, energy, passion and drive are greatly appreciated and invaluable to Renfrew Victoria Hospital.

**Julia Boudreau**

## Patient and family engagement framework

The Renfrew Victoria Hospital (RVH) and St. Francis Memorial Hospital (SFMH), like Accreditation Canada, believe that patient- and family-centred care will help our organizations to improve decision making processes, health outcomes, client experiences, financial management and patient safety. Both hospitals strive to ensure patient- and family-centred care is incorporated across the organization’s processes.

The framework below is our guide to ensure engagement.



| LEVELS OF ENGAGEMENT                 | CONSULTATION   | INVOLVEMENT  | PARTNERSHIP AND SHARED LEADERSHIP   |
|--------------------------------------|--|--|---|
| Direct Care                          | Patients receive information about the diagnosis           | Patients are asked about their preferences in treatment plan           | Treatment decisions are made based on patients’ preferences, medical evidence, and clinical judgement |
| Organizational design and governance | Organization surveys patients about their care experiences | Organization involves patients as advisers or advisory council members | Patients co-lead safety and quality improvement committees  |

# List of accomplishments

## Nephrology Goals of Care Project

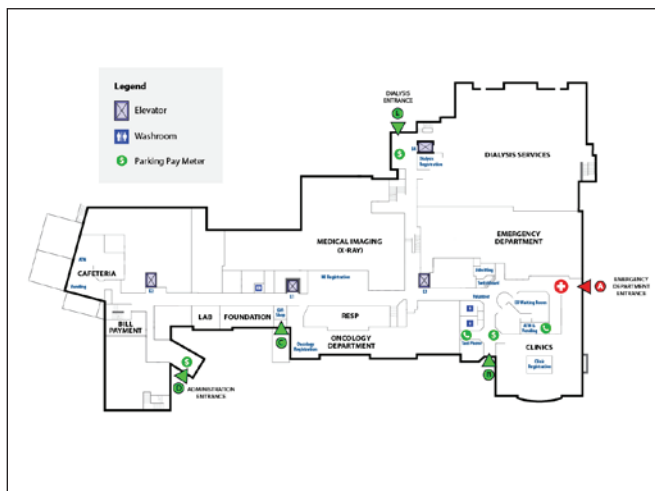
PFAC members were involved in bringing the content to the Champlain Renal PFAC for discussion and input before implementing our Goals of Care for all patients

## New Pay Phone and Water Fountain Location

Members provided input into the location of the pay phone and water fountain to ensure the best accessibility for Emergency Department and Ambulatory Care patients.

## Input into RVH Campus and Hospital Maps

Members reviewed the draft maps and made suggestions to ensure ease of wayfinding for patients/visitors entering either the hospital campus or the facilities. Hospital signage was also reviewed.



## Review of Visiting in Solarium Policy

The PFAC committee reviews policy to ensure collaborative and meaningful use of the space for both patients and their families and RVH staff.

## Fusion Patient Engagement Sessions

Members were engaged in educational sessions around the implementation of the new Epic electronic health record system, the process and the benefits for both patients and staff.

## MyChart Implementation

PFAC members provided input into the user experience of the electronic patient health record to ensure that patients are able to easily access their up-to-date health information online through the Epic MyChart

## Dietary Changes / Patient Meals Changes

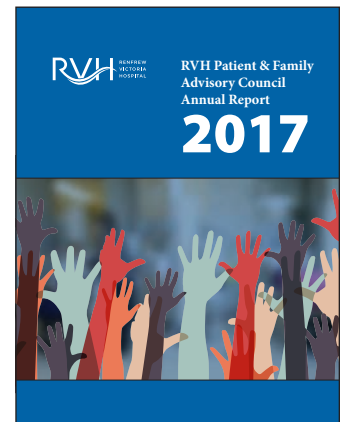
PFAC members have been instrumental in providing feedback into patient meal choice (e.g., the addition of new recipes/entrees, more fresh salad and fruit, and breakfast items), and serving times.

## RVH Quality Improvement Plan

PFAC member input and review received.

## Creation PFAC Brochure

Members provided their input and comments into the first PFAC Annual Report in 2017 which was published and circulated widely to demonstrate to the community the work the PFAC committee had done and the resulting improvements for patients and families at RVH.



## Regional PFAC Committee

Member participation to ensure an “RVH patient voice” at the table.

## Strategic Plan

Participated in the Strategic Plan review committee, provided input into and review of the 2021–2026 Strategic Plan.

## Communications Review

Reviewed communications and various methods used to ensure that all members of the community feel informed and engaged with what is happening at their local hospital. This resulted in this report being printed and mailed to households across the hospital catchment area for those who are not online.

## Patient Rights and Responsibilities Policy

Reviewed by PFAC members.

## Virtual Care – Patient Satisfaction Survey

PFAC members reviewed the Patient Satisfaction Survey review of satisfaction around the transition to virtual care in ambulatory care programs.

## PFAC Framework Approval

Members reviewed a new Framework to seek to ensure that RVH continues to put patients front and centre.

# PFAC member comments

I have had the pleasure of being part of the PFAC Committee at RVH for a few years now. Although I was an employee of RVH for 31 years, the main reason I became involved was because of the great care and support my husband received at RVH. It became important to me to be part of a team that puts patients' needs number one. Many changes have been put into place at RVH because of suggestions from the PFAC Team, e.g. Signage, Water Fountains, Information packages, Pay Phones, White Boards, Meal times and contents, volunteer endeavours, etc.

It has been a great experience working as a team with Board Members, Senior Management, Staff from all areas and Patient Family members—all with a common goal to ensure the best possible patient care, satisfaction and safety. Some of our PFAC members also volunteer at RVH and as they direct people through our facility and various programs it enables them to bring back concrete suggestions to our committee for improvements. RVH is #1 because so many people strive daily to put both large and small changes in place to make your visit a well-organized and satisfying experience. Changes are put in place often in a very short timeframe and all suggestions are welcome.



**Bonnie Nolan**

I am pleased to be a member of the PFAC Committee and to have input into the decisions made to make improvements from the patient and family perspective. I was able to assist Chris in determining the best location of the telephone and water fountain in the ER area. Many positive changes have taken place, and changes are always ongoing. I have heard very positive feedback regarding the Dietary changes.

This committee welcomes feedback from patients and family and also from staff. I enjoy working with my fellow committee members and appreciate their constructive input.



**Carol Ann Simson**

As a RVH board member and relatively new PFAC committee member I feel it is essential to ensure that RVH is meeting the needs and expectations of everyone we serve. To that end the insights gained from the experiences, critique and constructive positive suggestions from patients and families who we serve are invaluable. The patient and family volunteers who serve on of the PFAC have overwhelmed me with their firsthand patient experience, passion and commitment to making the RVH the people's choice for health care.



**Tom Faloon**

I continue to enjoy working with the RVH PFAC for the past six years. This has led me to participate on sub-committees such as: MyChart, and Friends of Continuing Care Committee, recently represented Renfrew Victoria Hospital on a provincial sub-committee dealing with COVID-19 issues. I would never have had these opportunities if it were not for meeting with Chris and other members of this hospital. I continue to grow and this opportunity has led me to another challenge: Volunteer Board Member for the Patient and Family Advisory Board for the Champlain LIHN starting in June 2021. I love to be busy, especially in these COVID TIMES. I enjoy this work and the challenges that we all work through and on.



**Candice Dick**

Having the opportunity to sit on PFAC has been a great opportunity to share ideas and give feedback. As the Nephrology Social Worker, it has been rewarding to participate in and then see projects such as the Nephrology goals of care initiative and implementation of MyChart , in action, for the benefit of patients. As a community member, I also rely on RVH for my family and myself; it is reassuring to know that the PFAC is dedicated to the needs of patients and family members in our community.



**Krista Helferty**  
MPH, BSW,  
RSW|Social Worker,  
Nephrology  
Program, RVH

I have read over the accomplishments list and would be hard pressed to choose a most meaningful one. I feel that all the accomplishments have benefited the patients and their families as well as the staff, whatever their size. Being a part of the PFAC committee allows us to contribute to these enhancements and be part of the community.

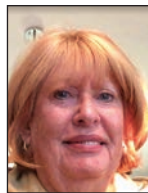


**Mary McGrath**

Since its inception in 2017, I have been a proud member of this RVH committee. We have accomplished many changes and look forward to initiating many more in the future.

Personally, Renfrew Victoria Hospital has given excellent care to my parents, my two brothers, my late husband Wayne and to myself. We are very fortunate to have this hospital with very experienced staff in a small town like Renfrew. Anyone who has required hospital care can tell you how all staff work very hard to make your stay as comfortable as possible and never stop trying to improve on its already great medical care.

I enjoy being a part of this committee where myself and other members want to give support to the hospital and give back in any way we can for the years of dedicated work provided to our community by all staff members.



**Kathy Berry**

The most meaningful accomplishments to me are: Input into RVH Campus Map, Dietary Changes and Patient Meal Changes. I appreciate all the PFAC community members as it is always good to have an outside and different view on what is happening within the hospital walls but which directly affects our community. Patients, advocates and staff can all look at one issue differently but by looking at each view it hopefully becomes the best of all worlds.



**Roxanne Nolan,**  
Recreationist,  
Renfrew Victoria  
Hospital

Since I'm new to PFAC, I can only comment on what lies ahead... I'm hoping to help and assist the committee in its endeavours to maintain and continue program developments that have made RVH the great hospital it is.



**Michael Cobus**

## Get involved—Help shape health care!

The Patient and Family Advisory Council provides a forum for members to share their unique perspectives on quality, safety, the health care experience and a culture of patient and family-centred care. It allows members be active consultants on programs and policies, and be involved in meaningful improvements at Renfrew Victoria Hospital.

For more information about the RVH Patient and Family Advisory Council, visit our website:

<http://www.renfrehosp.com/PFAC>

New members are always welcome. If you are interested in joining, please call 613-432-4851, ext. 225.