



Board Chair Paul McPherson and Executive Director Erin Coons

As we celebrate the Foundation's 25th year, we're shining a spotlight on our donors and the role you play providing exceptional support for exceptional care. *You're the silver lining.*

We're profoundly grateful for your support of RMH. Your impact on patients is limitless.

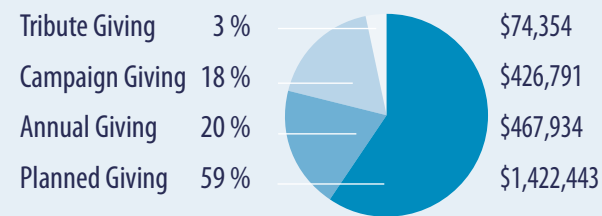
This year, your gifts have helped to purchase a chemistry analyzer that processes patients' blood work, an ultrasound machine which guides physicians' diagnoses with precision images, a sleeper chair for the Emergency Department, an automated instrument rinsing system and an infra-red scope. You keep the best equipment in the best hands.

You also contribute to important capital projects. Thanks to your unrestricted donations, the Foundation was able to provide \$1 million to the hospital, representing the local share of the cost of the infrastructure renewal project. This involved upgrades to the heating, ventilation, electrical and plumbing systems in the oldest wing of the Ross Memorial – a project vitally important to the operation of the hospital.

All of the Foundation's achievements this year are yours.

Donors make the difference.

Paul McPherson, Chair, Foundation Board of Directors



Exceptional **Support**



Every volunteer plays a role in the Auxiliary's mission to enhance patient care and raise funds for the hospital. So to present the final payment of our Imagine the Future pledge – \$225,000 – it was important that all volunteers take part. Passing the cheque from one member to the next, it made its way to the front of the audience at the AGM and completed our \$750,000 commitment to the MRI/CT campaign – one year early.

It's a wonderful achievement and one more reason to celebrate the Auxiliary's 110th anniversary. It's been a busy year. One that included significant volunteer recruitment efforts, renovations in the Reflections Café and Gift Shop, expanded communications and training initiatives and new fundraising efforts, such as Vendors in the Rotunda and grocery bagging.

Among the 404 volunteers who dedicated 40,469 hours to the hospital this year are Marg Keenan, who received the James Ross Award of Excellence in the Auxiliary category, Barbara Boyd, who received her 40 year pin, and Mary Hall, who became a Provincial Life Member with the HAAO. Congratulations, ladies.

Thanks to all volunteers for your commitment to the Ross. We look forward to an exciting year ahead.

John Albin, President

Exceptional **Service**



Reflections Gift Shop Transition Team



Funding for this annual report has been provided by the Central East Local Health Integration Network (CELHIN)

Exceptional People Committed to Providing Exceptional Care



ANNUAL REPORT 2014



Laurie Davis—Chair of the Board of Governors, Brian Payne—President/CEO, Dr. Bert Lauwers—Chief of Staff

Cover photo: The interdisciplinary team of specialists, physicians, midwives and nurses collaborate to ensure parents' birthing experience at RMH is safe and special.



“Every single day, hundreds of lives are touched at the Ross Memorial Hospital. It’s a profound responsibility – and an honour. The RMH team is proud to provide exceptional care to the people in this community.

As we deliver care and services to our patients, we are guided by our values: excellence, respect, compassion, accountability and teamwork.

With these principles top of mind, we are pleased to report the following achievements.”

Compassion

RMH opened a **Radiation Oncology Clinic**, in partnership with the Durham Region Cancer Centre at Lakeridge Health, bringing a radiation oncologist to patients for pre-treatment and follow-up appointments, saving them long commutes.

To reduce the risks of immobility among elderly inpatients, including falls, skin breakdown, and delirium, the **MOVE ON** mobilization program has been implemented. This involves regular mobility assessments for acute patients and enhanced efforts to get people up and moving at least three times per day.

Patients suffering from sleep disorders can get help closer to home and with less wait. RMH opened a **Sleep Lab** to better meet the needs of people in the City of Kawartha Lakes and Haliburton County.

The **Supportive Care** team has been established, consisting of Community Care’s Hospice Services, HELP volunteers, Spiritual and Religious Care, community partners, social workers and the multidisciplinary team. Together they provide emotional, spiritual and religious support to patients and their families.

A **Hospital to Home** worker has been introduced to provide timely support to mental health patients who are struggling to cope while they await the beginning of treatment following a visit to the Emergency Department.

Excellence

Obstetrical patient safety has been enhanced with the team’s completion of module 1 of the **MORE OB** program (Managing Obstetrical Risk Efficiently), focusing on emergency training, effective communications and interprofessional collaboration.

Obstetrical services were further strengthened with the recruitment of **Obstetrician/Gynaecologist**, Dr. Yehuda Habaz.

RMH now offers **contrast echocardiography** studies for patients whose body type or health conditions make them difficult to scan. The use of injectable liquid suspension helps to diagnose the patient’s condition in less time and reduces the need for further testing.

Care path instructions and order sets have been standardized for patients suffering from **Congestive Heart Failure** and **Chronic Obstructive Pulmonary Disease** to improve their education and self-management, and to reduce readmissions.

The Diagnostic Imaging Department has implemented **voice recognition software** which has improved report turnaround times to less than 24 hours in most cases, expediting care for patients.

Hand hygiene compliance exceeded targets with 96% compliance when members of the healthcare team enter a patient room and 96% compliance when leaving.

A 50% reduction in the rate of nosocomial C.difficile is attributed to **infection prevention and control** measures such as enhanced staff education, improvements to environmental cleaning processes, increased efforts to reduce antibiotics and ongoing improvement in hand hygiene compliance.

The ICU implemented a **best practice** that enhances outcomes for cardiac arrest patients. Patients resuscitated after cardiac arrest but who remain in a coma are cooled to a core body temperature of 32C to help protect brain function.



The 2013 James Ross Awards of Excellence were presented to Sue Evans, Dr. Brent MacMillan, Marg Keenan, Terry Jordan, Lisa Green and Cindy O'Neill. The Clinical Educators won the Team Excellence Award and the CCAC Care Coordinators won the Community Award.

Respect

Patient wait times in the **Emergency Department** are among the best in the province. The ED ranked the best in the Central East LHIN, and 9th out of 74 Ontario hospitals that are participating in wait time improvement initiatives. When RMH began the initiatives in 2008, it ranked 50th.

RMH Orthopedic Surgeons are the best performers in the LHIN for the length of stay for patients needing hip and knee replacement surgery. The team also ranked among the best in the province for performance measures such as readmission within 30 days and the rate of revision within one year of replacement. These results are measured by the Health Analytics Branch of the Ministry of Health and Long Term Care using an Orthopedic Quality Scorecard.

The **Surgical team** exceeded all wait time targets, including cholecystectomy, intestinal surgery, groin and ventral hernia procedures.

Wait times for **Diagnostic Imaging** tests are significantly improved as a result of an increase in funding for 458 additional MRI scanning hours.

All staff, physicians and volunteers were trained to understand the hospital’s **accessibility responsibilities** to ensure those with disabilities, including medical and cognitive conditions, don’t experience barriers when accessing services and care.



Bob Henderson is happy to meet with radiation oncologist, Dr. Wayne Koll, at RMH.

RMH is working to improve communications with patients, families, clinicians and hospital staff, to help patients participate in their care. Enhancements to **patient engagement** include the implementation of weekly bedside rounds on the Rehabilitation Unit, which include the patient, hospital staff, CCAC Care Coordinators and family members. Together they discuss the patients’ weekly goals and discharge plans.

Parents wishing to know the gender of their unborn babies can now receive **gendering ultrasounds** at RMH.

Patient Satisfaction scores excelled in the first quarter of the year, with 100% of acute inpatients indicating they would recommend RMH to others and 99% rating their overall care as good, very good or excellent. Surveys from Emergency Department patients continue to score higher than peer hospitals and the Ontario average.

Accountability

The 2013/14 year was completed with a **budget surplus** of almost \$700,000. This is in addition to the \$1,256,000 the hospital received under the province’s Hospital Working Funds Initiative to improve the hospital’s working capital position. The \$700,000 will allow the hospital to meet its commitments required under this initiative, to reduce debt and balance the hospital’s assets and liabilities.

The **Infrastructure Renewal Project**, which updated heating, ventilation and air handling systems in the 1960s and part of the 1970s wings, is complete. A temporary OR was constructed to manage urgent and emergent surgeries and obstetrical cases while work was done in the OR and Medical Device Reprocessing Department (MDRD) in December and January. Staff reprocessed all medical devices at Lakeridge Health Bowmanville while MDRD was closed. Following the total OR closure (Jan 4-8), patient services resumed on schedule thanks to the outstanding effort and coordination of the team.

RMH implemented a strategy to **Centralize Registration** to improve patient service, enable greater flexibility in matching resources with activity demands across the hospital, and standardize staff work and training opportunities.

A **Communication Technology Strategy** has been launched, which will guide the upgrading of communication technologies across the hospital over the next two years.

The hospital **reconfigured beds** on several units to increase flexibility in placing patients that require isolation or telemetry. The new configuration ensures that the nurse/patient ratio is consistent with industry standards for acute medical units and accommodates an increase in patients in Continuing Care who are awaiting long term care.

With focused disability case management, absenteeism monitoring and early “safe return to work” plans, **sick time** results are the lowest in the CE LHIN at an average of 9.4 days per full-time employee, down from 10.6 days in 2012/13.

A 7% reduction in **overtime** costs was achieved through strategies including the hiring of weekend workers, sharing part time positions between nursing units and adding a weekend float nurse.

Team Work

A **strategic alliance** has been created between RMH and Haliburton Highlands Health Services (HHHS). RMH provides HHHS with pharmacy, laboratory, cardiac rehabilitation, medical device reprocessing, information technology, dictation/transcription and procurement services. Leadership integrations include mental health, information technology and diagnostic imaging.

With the **Orthopedic Planning and Implementation Committee**, RMH and the Peterborough Regional Health Centre (PRHC) have developed a plan for orthopedic service in the North East cluster of the Central East LHIN.

RMH is working with the Community Care CKL to establish a local **GAIN (Geriatric Assessment and Intervention Network)** service to help frail elderly people live safely at home.

To improve physicians’ access to patients’ laboratory results across the province, the RMH Laboratory team is uploading its data to the Ontario **Laboratory Information System**. The first two stages of this project are complete.

The Mental Health department worked with community partners to host the **Family Mental Health Series**, offering free mental health education workshops to the public.

Thanks to a partnership with community organizations, a new exercise program is available for people with long-term lung disease, such as Chronic Obstructive Pulmonary Disease (COPD). The **Huff & Puff** program is geared to graduates of the RMH Pulmonary Rehabilitation program, to help make regular exercise a part of their daily lives.

Stroke patients and their families are receiving timely education thanks to a partnership with the District Stroke Network and Regional Stroke Centre at PRHC. Using the Ontario Telemedicine Network video-conferencing technology, patients at RMH are connected with stroke experts in other hospitals.

A series of eight **Advanced Leadership Training** sessions were completed by 50 employees of RMH and HHHS.