

If every piece of donor-funded equipment at the Ross Memorial glowed, the hospital would shine like a lighthouse. On every unit, the generosity and support of local donors is visibly impacting patient care.

In the past year, your gifts have helped to purchase a new oxygen delivery system to help patients breathe in the ICU, a MedSelect station to assist with safe medication management in the Continuing Care Unit, and pain pumps in the OR. Donations also helped the Hospital to create a quiet room for the families of ICU patients to meet with physicians, and accommodated education opportunities for members of the Palliative Care Team and physicians.

The annual spring appeal, "Operation: Exceptional Care", was a successful mission raising funds to purchase a new OR table, laparoscopic tools and gynecology scopes. And the team was overwhelmed by the response to the holiday appeal, which asked for help to purchase a microscope and urinalysis analyzer for the Lab, and new drills, a scope, sterilizing equipment and videoconferencing technology for the Surgical program. The "Cast Your Light" appeal exceeded its goal by almost \$50,000 raising \$203,000 to support patient care at the Ross.

Donors play a vital role in local healthcare. The Ross Memorial Hospital doesn't receive provincial funding to replace medical equipment. And while, individually, we could never afford such costs, **together – we make it happen.**

Thank you for giving exceptional support for exceptional care.

Paul McPherson, Chair, Foundation Board of Directors



Foundation Board Chair Paul McPherson and Executive Director Erin Coons



ROSS MEMORIAL HOSPITAL
Kawartha Lakes



HELP volunteers participate in the Hospital Elder Life Program, keeping elderly patients engaged.

To me, the mark of a first class organization is its continued success year after year. That's why I'm so proud of the members of the RMH Auxiliary.

Our volunteers' support for the hospital hasn't wavered in 110 years. How remarkable!

Our special anniversary celebrations in November culminated in the unveiling of the Auxiliary Recognition Wall in the Hospital's main hall. This display shows our volunteers how much their efforts are valued, and raises awareness of our dedicated team.

This year, volunteers continued to support patient care on the units, in the Reflections Café & Gift Shop, on the Tuck and Lottery Carts, the Information Desk, and even outside the Hospital, fundraising in the community. And they continue to generate new ideas, such as the 'Vendors in the Rotunda' program.

We're particularly proud of our presentation to the RMH Foundation at our AGM this year. Our gift of \$150,000 is part of our contribution to the cost of the Hospital's new ultrasound equipment, which helps physicians diagnose and treat patients of all ages.

The fact that these achievements have all been accomplished by a team made entirely of volunteers is truly exceptional. It shows how much we love our Hospital.

John Albin, Auxiliary President



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Exceptional People committed to providing Exceptional Care

ANNUAL REPORT 2015

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KEY ACHIEVEMENTS



of the President/CEO, Chief of Medical Staff and Chair of the Board of Governors for 2014/15

Karissa Ward—Chair of the Board of Governors, Dr. Bert Lauwers—President/CEO, Dr. Bharat Chawla—Chief of Staff

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he world of healthcare undergoes perpetual reshaping. Treatments evolve, care is transformed, the needs of the population shift and new legislation is passed. Within that progression, the Ross Memorial encounters its own evolution. The 2014/15 fiscal year is a case in point.

A key change occurred in December when Brian Payne retired after eight years as President & CEO and VP Medical Dr. Bert Lauwers took over the helm. This resulted in a leadership change that saw Dr. Bharat Chawla become Chief of Staff, and DI Director Veronica Nelson become the VP Diagnostics, Procurement and Special Projects.

Dr. Lauwers' first course of action was to introduce Four Pillars of Excellence in patient care:

- Quality patient care based on compassion, courtesy and timely communication;
- An evolving culture of patient engagement and family-centred care, emphasizing the involvement of patients and families in decision-making;
- Integration with community-based healthcare providers to improve the coordination of care throughout the patient's journey;
- Fully-engaged physicians and collaboration with the Hospital team to ensure high quality care and fiscal responsibility.

The Hospital launched a strategic planning process, inviting the involvement of stakeholders to lay a course for the next six years. This process included the development of new mission, vision and values statements, as well as strategic directions that will focus the Hospital's annual goals and objectives.

Throughout this process, it's been heartening to witness the pride people have in their Hospital and their faith in our abilities. We've also had serious discussions about the challenges we face in the years ahead.

Although there was extensive preparation for the expected Christmas flu season, patient flow challenges were compounded by a virulent strain of Influenza A, a poor flu shot vaccine match, outbreaks at ten local long-term care homes and a CCAC Care Coordinators strike in January/February. High patient volumes did not recede in the spring and extra unfunded beds remained open until June.

The impact of high volumes on our Emergency Department wait times not only affects our patients' experience; it also resonates financially. Under the provincial government's new funding structure, it is imperative that a positive patient flow be maintained.

Although the Hospital was fortunate to end the year with a budget surplus, it is evident that a keen focus will be required to balance the budget in 2015/16.

Despite these challenges, there are many reasons to celebrate the past year. Key successes include the strengthening of the Hospitalist program and the recruitment of new physicians to the team. The addition of a second Obstetrician/Gynecologist has also transformed our Obstetrical Program and enabled the hospital to offer Vaginal Birth after Caesarian Section to local mothers.

The significance of Ross Memorial's role as a vital part of a larger healthcare system has also been highlighted this year.

RMH joined the Trillium Gift of Life Network and is helping people throughout Ontario to receive life-saving organ and tissue donation through the Routine Notification Program. Our team was quick to offer help when 196 residents of a Whitby retirement residence were displaced by a fire. We responded to the world-wide Ebola Virus pandemic with extensive training for our frontline staff.

We're proud of what we accomplished in 2014/15, and look forward to more success in the year ahead.

• Recruiting efforts and reorganization of the **Hospitalist** schedules helped to strengthen the program, which is now at full complement. (Members of the Hospitalist team are shown on the cover.)

• Thanks to the recruitment of a second Obstetrician/Gynecologist, RMH began offering **Vaginal Birth after Caesarian Section (VBAC)**, which involves a shorter hospital stay, quicker recovery and the experience of natural birth.

• The Woman & Child team was recognized for outstanding performance in the application of knowledge, communication and teamwork as it completed Module 2 of the **MORE OB** patient safety program (Managing Obstetrical Risk Efficiently).

• **Patient Satisfaction** rates reached a new high in the second quarter with 98% of respondents rating their inpatient experience as good or excellent (compared to 92% for other community hospitals and 89.6% for other hospitals in the region). In addition, 93.7% rated their Emergency Department experience as good or excellent (compared to 88% for peer hospitals and 85% for other hospitals in the region).

• The **Move ON** (Mobilization of Vulnerable Elders in Ontario) early mobilization initiative is helping to maintain the functional ability of hospitalized seniors by better identifying those at risk and ensuring three mobility activities per day.

• Celebrating 10 years of service and growth, the **Mental Health Program** launched a plan to enhance patient engagement and integration with community partners.

• The first **psychiatry clinic via personal videoconferencing** was held in May. Now patients can use videoconferencing for initial or follow-up consultations using their personal computers. This capability was installed on two computers in the Community Counselling department.

• **Medication Safety** was strengthened with the implementation of medication barcoding and antibiotic monitoring. As well, RMH Pharmacy Technicians are now licensed with the Ontario College of Pharmacists.

• The **'Leave No Doubt – Write it Out'** campaign raised awareness of abbreviations on patient charts that could result in medication mistakes.

• RMH and Haliburton Highlands Health Services (HHHS) continue to seek opportunities to benefit patients through the **integration** of services. In December, RMH began providing Hip & Knee Surgery PREP school to HHHS patients using the Ontario Telemedicine Network.

• RMH joined the **Trillium Gift of Life Network**, which coordinates organ and tissue donation in Ontario. Under the Routine Notification Program, RMH

reports impending patient deaths so TGLN staff can identify potential donors and approach families to discuss consent. An Organ and Tissue Donor Registration Drive in February emphasized the need for donors to register consent online.

• A devastating outbreak of **Ebola Virus** in West Africa caused health systems around the world to improve their readiness. Under the leadership of the Infection Prevention & Control team, RMH teams focused on patient screening and trained on the use of specialized personal protective equipment (PPE).

• RMH is working with Community Care CKL to enhance seniors care through the Community **GAIN** (Geriatric Assessment and Intervention Network) team. The Hospital provides the services of an RPN to the team for behaviour support.

• RMH's Palliative Care Team has developed a **Memorandum of Understanding** with the Hospice Service of Community Care CKL. The service agreement

articulates roles and responsibilities to better coordinate service for patients.

• The RMH Palliative Care team partnered with Hospice Kawartha Lakes and was successful in obtaining funding from the Central East LHIN to build a **Palliative Care Community Team**. This partnership of Hospice, Hospital, CCAC and community partners has been formed with the goal of maximizing hospice palliative care delivery in the City of Kawartha Lakes.

• **Bedside Rounds** with Rehabilitation patients and the interprofessional team are helping to focus the patients' goals, and the team's next steps.

• **Wait times** for MRI and CT scans are among the best in the Central East LHIN. Wait time targets for cataract surgery, general surgery, hip fracture and joint replacement (hip and knee) procedures were met. Prolonged bed pressure in the Hospital impeded progress to reduce the wait time for admitted patients in the Emergency Department; however, more efforts continue.

• The Kawartha Lakes Health Care Initiative assisted with the implementation of a **Family Medicine Residency Program** at RMH, with 15 family medicine residents participating in the first year.



RMH embarked on a **strategic planning** process to guide its priority setting and decision making from 2015 to 2021. The process involves the engagement of patients and families, physicians and staff, volunteers, community partners and the general public.

• RMH achieved a **Silver Seal** on the OHA Green Hospital Scorecard, which is a high-level assessment of a Hospital's environmental performance. The Hospital was also one of five Ontario hospitals to earn the Green Award from Booth Centennial Healthcare Linen Services, recognizing the Hospital's switch from disposable to reusable OR tray wraps, which diverts waste and saves money.

• In year one of the **Communication Technologies Strategic Plan**, the Hospital implemented a voice recognition phone system, procured a staff safety solution and implemented electronic synchronized clocks.