

Every day, donors touch patient lives at the Ross Memorial Hospital.

Your support impacts every aspect of patient care at the Ross. Whether it's routine tests or complex procedures, from patient comforts to life saving equipment, your generosity makes a difference at the hospital. Together, the community supported the hospital with \$2,189,569 this year!

Your gifts support the purchase of vital medical equipment and capital projects that aren't funded by the provincial government.

During the 'Exceptional Care is in your Hands' appeal, more than \$98,000 was raised for the purchase of two life support ventilators for the ICU and a portable ultrasound for the Emergency Department. The 'Bright Lights – Caring Connections' appeal raised \$174,000 to replace anaesthesia machines that monitor patients' vital signs and drug delivery during surgery.

It is our donors who fund the extra equipment, improved technology, education and enhancements to patient care.

Every donation we receive makes an impact in the life of a patient.

Thank you for caring.

*Tim Shauf*, Chair, Foundation Board of Directors



Foundation Board Chair Tim Shauf and Executive Director Erin Coons



**From the moment patients walk into the Ross Memorial Hospital, volunteers are enhancing their experience.**

Some of their work is easily visible – at the Information Desk, the HELPP Lottery Cart, the Reflections Café & Gift Shop, and with their presence in inpatient areas, having friendly visits with patients and their families, keeping them activated and comfortable.

The Auxiliary is also firmly focused on raising funds to help purchase important medical equipment. This year, we are proud to present our 2015/16 contribution to the RMH Foundation - \$150,000 to help replace the Hospital's anaesthesia machines, which help keep patients safe during surgery.

Whether our volunteers work in the public (collecting \$16,437 over two Tag Days in September) or behind the scenes (coordinating schedules to ensure volunteer involvement 7 days/week), their efforts make a difference at the Ross. Their service is important and appreciated.

It's one of the reasons we continue to recruit new volunteers and volunteers every year.

**We're proud to be a part of the Ross Family, and we look forward to another successful year ahead.**

*Ward Leung*, Auxiliary President



Volunteers in the Reflections Café welcome patients, visitors and staff seven days a week.

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Exceptional Care - Together  
ANNUAL REPORT 2016

# ANNUAL REPORT



**“As the provision of healthcare in Ontario undergoes profound system change, the Ross Memorial Hospital is planning, preparing and proceeding. As we navigate this change, our focus is firmly fixed upon our patients. We hold them at the heart of every action and every decision.”**

**Dr. Bharat Chawla** – Chief of Staff, **Dr. Bert Lauwers** – President & CEO, **Art Hornibrook** – Chair of the Board of Governors (centre)

In September 2015, the Ross Memorial Hospital set in motion its new Strategic Plan – introducing new mission, vision and values statements, and strategic directions that will guide the Hospital’s decision making through 2021.

Our **mission** summarizes our purpose: **An Exceptional Community Hospital Valued by our Patients and Partners.** Our **vision** highlights the future state to which we aspire, emphasizing our intention to champion partnerships to enhance health service delivery: **Exceptional Care – Together.**

We will achieve our vision by committing to five **strategic directions:**

- Patient and Family–Inspired Care:** Achieving Patient Goals
- Consistent, Reliable Quality:** Every Patient – Every Day
- Enhancing Teamwork and Care Models:** Improving Outcomes
- Championing Partnerships:** Working Together
- Safeguarding Financial Health:** Strengthening Resilience

Our **values** guide our actions: **compassion, respect, excellence and integrity.**

Using our plan as a firm foundation, the Ross Memorial Team is building upon a proud history of excellence. **And we have much to celebrate.**

In 2015, the Ross achieved its highest Accreditation score yet, meeting 99.6% of 2188 quality, safety and efficiency standards, earning the Hospital ‘Accreditation with Exemplary Standing’ once again.

More than ever before, we are involving our patients and their families as members of the care team. We’ve welcomed patient advisors onto key patient care committees and relaxed visiting hours.

Quality and patient safety were the driving forces behind our efforts to form a lab partnership, and in 2015 RMH made formal its plan to create a Laboratory Alliance with Peterborough Regional Health Centre, integrating microbiology and pathology services with PRHC in March 2016.

In January, the Emergency Department ranked first among ‘Pay for Results’ hospitals in Ontario, significantly reducing patients’ waits and length of stays, and improving their experiences.

We’re profoundly proud of our accomplishments, more so as they were achieved during a year of significant fiscal challenges. RMH received \$1.124M less funding in 2015/16 due to health system funding reform. We managed to end the 2015/16 fiscal year with a balanced budget. However, in order to balance the 2016/17 budget, we had to eliminate a funding gap of \$3 million. This launched a hospital-wide effort to trim costs in areas that would present the least impact to our patients. The Hospital underwent management restructuring, and some beds and staff were moved to different areas of the Hospital to better match our resources to our patient needs. We will maintain volumes of patient care and services.

The healthcare landscape continues to change. The provincial government’s ‘Patients First’ discussion paper is anticipated to result in dramatic changes in the oversight of primary care, homecare and public health. The paper suggests a reorganization of the roles of Community Care Access Centres and LHINs, and impacts healthcare providers throughout the system. The Ross Memorial team is also preparing policy, procedures and guidelines to accommodate patients’ requests for Medical Assistance in Dying following the landmark Carter decision.

There is little doubt that the year ahead will bring with it more challenges – and more opportunities to excel at the Ross.

*Dr. Bert Lauwers* President & CEO     *Dr. Bharat Chawla* Chief of Staff     *Art Hornibrook* Chair, Board of Governors

## ACHIEVEMENTS



The Hospital tested its readiness to respond to an external disaster involving exposure to hazardous chemicals on May 20th. This mock event began at the Lindsay Airport and ended at the Hospital, involving community partners and a decontamination tent.

- The Integrated Stroke Unit (ISU) launched on April 1/15. Patients now receive acute and rehabilitative care from a specialized team. In its first year, 120 stroke patients received care in the ISU.
- Wait times in the Emergency Department steadily improved over the year thanks to the success of the ED’s Short Stay Unit and over-capacity protocols on the inpatient units. The admitted patients’ wait time and wait for an inpatient bed have dropped significantly.
- After years of planning, RMH completed its Lab Alliance with Peterborough Regional Health Centre. Microbiology and pathology tests are now processed at PRHC. This partnership ensures RMH pathology tests meet evolving quality standards. Specimens move, but patients do not.
- The Diagnostic Imaging Team was recognized by Cancer Care Ontario for its breast screening wait time success, meeting the provincial annual improvement target for diagnosing patients promptly with biopsy.
- From Apr-Sept, the Obstetrical Team met all provincially established BORN performance targets, such as Caesarean section and episiotomy rates.
- Between January and March 2016, the Hospital’s OR ranked in the top ten in the province for starting each day’s first cases on time or early. Starting on time helps keep procedures on schedule and enhances patients’ satisfaction.
- To support patient and family centered care, RMH changed its visiting policy in October 2015, supporting more flexible visiting hours to accommodate patients’ preferences. Patients and families/partners are welcomed as essential members of the health care team.
- In the fall, RMH relocated four Complex Medical beds onto the Palliative Unit. Bringing these patient beds together on the Palliative/Complex Care Unit ensures that our patients receive the right care in the right bed, and supports a sustainable balance of nurse to patient ratio.
- In August, RMH and community partners launched the ‘Exercise is Medicine’ program, encouraging primary care providers to write prescriptions for exercise and linking patients at-risk to community resources, thereby decreasing the risk of chronic diseases.



On September 1st, 349 staff, physicians, volunteers, patients, community partners and the public took part in the first RMH Hand Hygiene Relay, emphasizing the role the public plays in keeping the Hospital environment as germ free as possible

- The new Flu Vaccine or Mask policy took effect in December, encouraging all members of the Ross Team who are not vaccinated against the flu to wear a surgical mask in patient care areas during flu season.
- Medication administration is being enhanced with the addition of Automated Dispensing Cabinets to all inpatient areas. The cabinets have gone live in the Integrated Stroke Unit and Palliative Care Unit. The purchase of the ADCs was made possible thanks to the generous donation of Mr. John Lehner.
- In November, the Mental Health program partnered with the OPP to form the Mental Health Response Unit (MHRU). The MHRU responds to individuals residing in the community who have been identified by front-line OPP officers as experiencing mental health issues and who could benefit from the support of a trained mental health clinician.
- In October, RMH began implementing electronic order sets, which are sophisticated medical checklists used by clinicians to provide high quality, safe health care. This process is important as RMH prepares for the implementation of a Clinical Information System and electronic health records.
- In year two of the Communication Technology Strategic Plan, the Hospital enhanced wireless support, implemented a ‘Code White’ safety initiative, and developed a new intranet system.
- The Infection Prevention and Control Department partnered with the Environmental Services Team to develop a cleaning handbook to outline step-by-step procedures including a ‘mist’ cleaning method.

The cleanliness of rooms and equipment is now evaluated using bioluminescence technology. This promises to reduce the in-hospital rate of transmission of infections.

- In April 2015, the Ross and regional partners launched RM&R (Resource Management and Referral). This is a new process to refer patients from acute care to Rehab/Complex Continuing Care/Functional Enhancement beds in the region.