

helped me through a difficult experience with honesty, humour, information and caring attitude

we are truly **grateful** took wonderful care of my mother

I didn't ever feel nervous, I knew I was **in good hands**

the **thoughtfulness** you all have shown meant so much

gave me such **comfort**

be proud of yourselves and
continue doing all that you do

acts of **kindness**

express my appreciation for the **excellent care** I received

a team that
goes above and beyond, every time



ROSS MEMORIAL
HOSPITAL
Kawartha Lakes

ANNUAL REPORT 2019/2020



OUR MISSION

An Exceptional
Community Hospital
Valued by our
Patients and Partners

OUR VISION

Exceptional Care
- Together

OUR VALUES

Compassion, Respect
Excellence, Integrity



Kelly Isfan, President and CEO



Veronica Nelson, VP and COO



Dr. Bharat Chawla, Chief of Staff



Val Harris, RMH Board Chair

Exceptional Care

2019/2020 Annual Report of the RMH Chair; Chief of Staff, and President and CEO

Every day, the Ross team lives our vision statement: exceptional care - together. We remain focused on evolving with the needs of our community, whether that's working together with community partners during this global pandemic, or bringing more services to the City of Kawartha Lakes. We are always here for you – now and in the future.

We'd like to recognize the incredible contributions of Veronica Nelson, who led the hospital throughout the 2019/2020 fiscal year as Interim President and CEO. We welcomed Kelly Isfan as RMH's President and CEO as of April 1, 2020, and Ms. Nelson has resumed her role of Vice President and Chief Operating Officer.

In the 2019/2020 fiscal year, we focused on many goals under our three strategic directions – People, Clinical and Operational Excellence – and are pleased to provide highlights of these achievements in this annual report.

Exceptional Care

Note that some of the photos in this report were taken prior to the pandemic and physical distancing requirements.



RMH Medical Emergency Team

People Excellence To be an exceptional workplace

Several projects were undertaken to attract, retain and offer growth opportunities to our team, including formally launching 'The People Plan,' enhancing our succession planning; and offering development programs to current and future leaders across the hospital. To advance engagement and support, much work has been completed to enhance orientation and onboarding for staff and physicians. We continue to look for ways to engage our team, and celebrate their achievements and milestones.

We remain focused on evolving with the needs of our community, whether that's working together with community partners during this global pandemic, or bringing more services to the City of Kawartha Lakes.

We are always here for you – now and in the future.

Clinical Excellence To provide exceptional quality patient care and experiences

Quality care is the foundation of our work, and each year, we focus on several quality improvement initiatives to enhance patient experience. One project we are particularly proud of this year is the hospital-wide implementation of the National Early Warning Scores (NEWS2) system. The RMH Intensive Care Unit/Respiratory team was an early adopter of NEWS2 which flags deterioration of a patient's condition and helps to avoid serious adverse events. Using a consistent list of commonly measured physiological parameters, nurses track patients' scores on the standardized NEWS2 chart. Changes in respiration rate, oxygen saturation, systolic blood pressure, heart rate, confusion and temperature, will alter a patient's score and trigger an alert. A score of 5 or more triggers an urgent clinical review, whereas a 7 or more triggers a call to the RMH Medical Emergency Team (MET). This project had supported one of our Quality Improvement Plan goals – to proactively identify and manage patient status change.

Operational Excellence To achieve exceptional partnerships and operations

RMH kicked off our Master Programming/ Master Planning (MPMP) initiative which, in consultations with our team, community partners and experts, we plan the hospital's programming and spaces for the next 5, 10 and 20 years. The MPMP process helps us plan for and respond to our community's needs, in the short and longer term.

We began the development of the Kawartha Lakes Ontario Health Team (OHT) alongside Community Care City of Kawartha Lakes, primary care and several local care providers. The Kawartha Lakes OHT will deliver coordinated care and support to patients and families in our region. In its first year, the team will focus on enhancing care and services for seniors, especially those who have had multiple hospital stays in the past year, and have limited or no supports.

We have also partnered with six hospitals to develop a regional Clinical Information System (CIS), which will take many of our current paper-based processes and transform our workflows into a fully digital care platform. A CIS allows sharing patient records and imaging to support improved access to patient data to help clinicians deliver the best care. Core functions of a CIS include capturing physician notes, test results and prescriptions and ongoing monitoring of patient status, indicators and outcomes.

Thank you for your continued support of RMH – your community hospital.

Kelly Isfan, President and CEO

Veronica Nelson, VP and COO

Dr. Bharat Chawla, Chief of Staff

Val Harris, RMH Board Chair



Stronger Together: Our community response to COVID-19

Our team strives for excellence in all that they do, and never before have we faced such a challenge as the global COVID-19 pandemic. RMH has worked collaboratively with community and healthcare partners throughout the City of Kawartha Lakes; the Haliburton Kawartha Pine Ridge District Health Unit; and Ontario Health East to manage the ever-changing nature of the pandemic. Our response has included providing assessment and testing for the virus for community members, seniors' homes and other congregate living facilities; creating onsite capacity to care for patients with COVID-19; providing Infection Prevention and Control support to our partners; and deploying staff to help out in settings hardest hit by the virus. We expect our work in this area will continue for some time, and we are so proud of our team's incredible passion and agility in our pandemic response.

With your support, we're expanding services

On March 25, 2020, the Ross Memorial's Diagnostic Imaging team performed one of the hospital's first Interventional Radiology procedures – a PICC line insertion – marking the culmination of years of planning and preparation, and the realization of the hospital's mission to continue enhancing services for local patients.

It was an accomplishment that would not have been possible without the generous support of you, our donors.

Interventional Radiology is a medical specialty that involves the use of imaging to guide a physician during diagnostic or therapeutic procedures such as needle biopsies and the insertion of catheters or PICC lines (Peripherally Inserted Central Catheter) to deliver intravenous (IV) medications.

Until now, patients requiring this specialty service had to be transferred to a hospital outside of this community, often by ambulance and with nursing support. This achievement follows the launch of stereotactic biopsy services in June 2019.

Using the hospital's new 3D mammography equipment, radiologists use images to find the precise location of breast abnormalities and remove samples to test for cancerous cells. Both of these new services are the result of the modernization of the Ross Memorial's radiography and mammography departments – which was funded 100% by donors.

This redevelopment project included the installation of Canada's first advanced robotic X-ray/Fluoroscopy equipment and new 3D mammography technology with biopsy capability and the SmartCurve Breast Stabilization System, the first in Ontario.

Every gift you make is essential to provide the tools and technology necessary for exceptional care for our patients.

Advances in medical equipment and technology are integral to the future of healthcare, but government funding alone cannot provide these tools. Our talented physicians and staff are committed to providing exceptional care, but they need your help. Your support is necessary to ensure they have the tools and technology needed for the best diagnosis, treatment and service for our patients.



Dr. Guirguis in the operating room

Introducing shoulder replacement surgery

For those experiencing chronic pain and reduced motion in their shoulder, brushing their teeth, opening a can, and even hugging a loved one can be a challenge. The answer for some is total shoulder replacement (shoulder arthroplasty). The first shoulder arthroplasty took place at Ross Memorial Hospital on February 7, 2020, representing an important milestone for the City of Kawartha Lakes. We are pleased to now provide the surgery locally with minimal wait times. While the procedure was temporarily paused due to the pandemic, the surgical team is looking forward to providing shoulder arthroplasty as surgeries resume.

With the right support following the surgery, patients can expect to regain most of their functioning after about 6 weeks. "I am most excited to help people get back to what they love doing," says Dr. Guirguis, the surgeon who was part of the advocacy to bring shoulder arthroplasty to RMH. "It's not just about daily life, it's about gardening, golfing, fishing, and picking up your grandchildren – all the things that bring you joy." In addition to shoulder replacement, the Hospital also offers hip and knee replacement surgeries.



Donors make the difference.

Dr. Daniel Bourgeois, Radiologist, and Cynthia Suarez, MRT, prepare for the first PICC line insertion procedure at Ross Memorial Hospital



Spotlight on excellence

We celebrated many important accomplishments and awards this year. Here are a few highlights from 2019:

- For the third time in a row, RMH was Accredited with Exemplary Standing by Accreditation Canada, having met 99.6% of the required organizational standards.
- Cancer Care Ontario recognized our oncology physicians, their office teams and Hospital staff as a “Top Performing Hospital for Cancer Surgery Wait Times – Time from Referral to Consult.”
- Choosing Wisely Canada, a national voice that promotes reducing unnecessary tests, treatments and procedures granted the RMH lab team and physicians with a Level 1 Designation, reflecting our efforts in providing a tailored approach to testing for each patient.
- The RMH Pharmacy successfully met Ontario College of Pharmacists (OCP) Accreditation Standards, consistently demonstrating excellence in organizational standards since the introduction of provincial-wide pharmacy accreditation requirements in 2016.

Leveraging technology to deliver better patient care

The use of the latest technology benefits patients across the hospital. In the RMH Laboratory, blood testing and the safe storage and handling of blood products are essential to patient care. The lab received an integrated incubator and centrifuge to identify a patient’s blood type; upgraded their cell washer (used for more complex testing); and upgraded the equipment used to thaw frozen blood product often needed urgently for trauma patients. The lab also upgraded its coagulation analyzer, which performs several important tests that support efficient diagnosis and treatment – thanks to the generous support of donors.

Our Pharmacy team implemented automated dispensing machines and cabinets throughout the hospital. Automated dispensing units (ADU) help our team meet the ‘5 rights of medication administration’: right patient, right dose, right route, right time, and right medication. The ADUs are 100% donor funded!



(left to right) Leininah Shackleton, Lab Technologist and Terri Harris, Lab Technician, complete coagulation testing with their upgraded coagulation analyzer.



PEPs keep patients at the heart of decision-making

The RMH Patient Experience Partners (PEPs), are a group of experienced patients and/or family members of patients who together, are driven to support positive change in the hospital.

They engage with current patients and families, provide feedback to leadership, and help to ensure patient and family voices are part of decision-making.

PEPs complete many activities throughout the hospital, including rounding, which involves surveying patients and families about their experience and offering support on the spot. This process gives patients and families an opportunity to voice concerns, share compliments, or ask questions in real time, rather than providing feedback after they head home. PEPs also advise the RMH Board and leadership on decisions that impact patient care and the future of the hospital.

What do you find rewarding about being a PEP? Three PEPs share their perspectives:

“It makes me feel good that I’m part of doing something good. It will hopefully benefit the hospital, the patients and the staff, too. I also enjoy putting a patient’s perspective in policies as well.”

– **Bryan**

“You really feel needed, the leadership here is responsive to our suggestions. I find it’s made a big difference. I see positive changes as a result of our work.”

– **Trish**

“It’s very satisfying ... we offer a fresh face and conversation to hear about their experience. We are serving the hospital’s ultimate goal of providing exceptional care by gathering real-time feedback. We can see through the hospital’s actions that we are being listened to.”

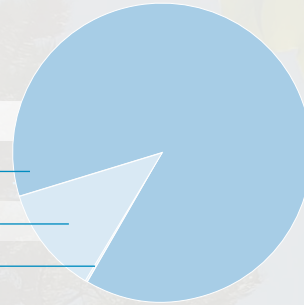
– **Howard**

RMH Financial Data

For the Year Ending March 31, 2020

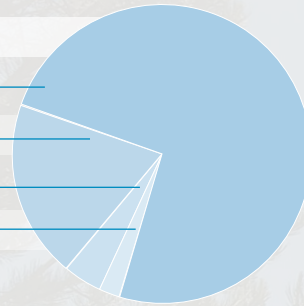
Total Revenue: \$102,214,191

By MOH & LTC	88.2%
Patient & Ancillary Revenue	11.6%
Investment Income	0.2%



Total Expenses: \$ 102,133,935

Compensation	74.4%
Other Supplies & Expenses	19.2%
Medical & Surgical Supplies	4.4%
Drugs and Medical Gases	2.1%



Patient Care By the Numbers

Emergency Department Visits	37,571
Operating Room Total Cases	6,834
Clinic Visits	40,061
Admissions	
Acute	4,539
Newborn	349
Mental Health	413
Complex Continuing Care	140
General Rehab	276
Palliative	137
Total Patient Days	62,092
Laboratory Interventions	537,400
Diagnostic Imaging Exams	34,775



Foundation

More than ever before, people in our community are reflecting on the importance of local healthcare and its impact on every facet of our lives. We are grateful for the invaluable roles of our frontline healthcare workers and their dedication to keeping us well.

We now know that we all play an important role in patient care: by protecting our own health and considering the wellbeing of others; with enhanced attention to hand hygiene and physical distancing; and by supporting frontline healthcare providers.

This year stands out for so many reasons. Dr. Jyoti Katakhar & Dr. Mark Chandra and Drs. Mike & Sara-Lynn Francis led our Here to Help appeal, raising \$102,330 for equipment for the RMH Lab, ICU, Medical and Surgical Programs. RMH nurses Steven Lofkrantz, Rebecca Karkoulas and Kristen Parson championed the Comfort and Care appeal, raising \$128,560 for new technologically-advanced IV pumps.

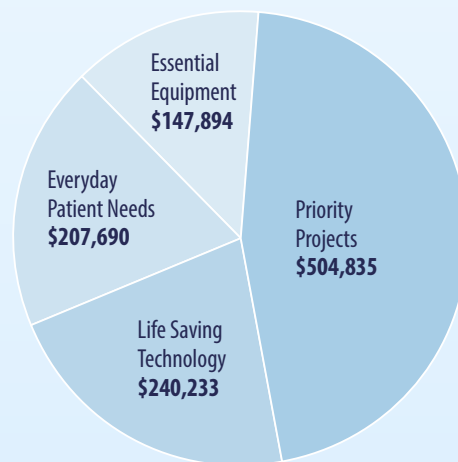
We also funded capital projects, patient care equipment and education throughout the Hospital...all made possible by generous donors!

This year, while we celebrated the past 30 years of your exceptional support for exceptional care, we also launched a strategic planning process to chart our next five years to support innovations in care and future directions at the hospital.

And while the world responded to the global pandemic, the Heroes at Heart fund was launched to support urgent COVID-related equipment and technology needs at RMH. The novel coronavirus has had a profound impact on our lives and affirmed the pivotal role the hospital and foundation play in the community.

On behalf of the RMH Foundation Board and staff, thank you for recognizing your important role in exceptional care and for standing with our frontline heroes. Donors make the difference.

Erin Coons, RMH Foundation CEO
Heather Richardson, RMH Foundation Board Chair



Funded projects in 2019/20 totalling **\$1,100,653**





While it remains an uncertain time for our volunteers, we remain committed and at the ready to support the two pillars of the RMH Auxiliary – **Fundraising and Patient Support.**



Auxiliary



Each year, the RMH Auxiliary pledges \$150,000 to benefit patient care. Once again, the Auxiliary went above and beyond in their annual commitment, donating an additional \$50,000 in December 2019. Pictured here, some of the Auxiliary members gather in recognition of their Exceptional Support for Exceptional Care!

Volunteers at Ross Memorial Hospital share a special bond. Though their reasons to join the Auxiliary differ as much as the ways they choose to give their time, the volunteers' efforts add up to better patient experiences. Volunteers work diligently year round to enhance patient care and to raise funds for medical equipment and capital projects through their gifts to Ross Memorial Hospital.

In the 2019/2020 fiscal year, the Auxiliary donated \$200,000 with an additional \$19, 820.53 carried forward from their previous year. This \$219,820.53 funded urgently needed technology and equipment that helps our team provide Exceptional Care, including anesthesia delivery gas machines for the Operating Room; Orthopedic surgical equipment, a Radiology workstation; patient transfer slings; and patient evacuation chairs.

A special 'thank you' is in order to the entire RMH team who have been supporting our community though the pandemic, and to the following managers and coordinators, who continue to lead their programs virtually and stay in touch with their teams wherever possible:

Managers Co-ordinators

- | | |
|--|-----------------------------------|
| Auxiliary Office – Karen Jepson | CCP – Kevin Sawka |
| Data Base Manager – Pat Presley | HELPP Lottery – Trish Jordan |
| Cafe – Ali Scott, Kim Traynor & Mary Jones | Information Desk – Heather Newman |
| Gift Shop – Shari Nash, Gayle Westacott | Patient Care – Nancy Skopyk |
| | Tuck Cart – Neil Pearson |
| | Vendor's Program – Barb Harrison |
| | Volunteen Program – Barb Swain |

I didn't ever feel nervous, I knew I was **in good hands**
helped our family through the most difficult time of our lives,
with **compassion and care**

acts of
kindness

express my appreciation for the **excellent care** I received

gave me such **comfort**

For more information visit: www.rmh.org