



The Intensive Care Unit Steering Committee

Highlights from the 2016/17 Annual Report

• Emergency Department Visits	44,654
• Outpatient (Day) Surgery	6,119
• Ambulatory Clinic Visits	27,130
• Admissions	6,188
Acute (Adult/Child)	4,755
Newborn	311
Mental Health	444
Complex Continuing Care	241
General Rehabilitation	277
Palliative Care	160
• Total Patient Days	55,584
• Average Length of Stay	8.9 days
• Laboratory Interventions	222,436
• Diagnostic Imaging	36,966
• CT Scans	10,276
• MRI	6,823

The Hospital has had a very busy and productive year. Health care needs in our community continue to increase. What is planned for the future to ensure that our patients receive quality acute and continuing care? The years ahead are full of promise.

Through massive organizational effort that involved every single department and person, we are pleased to inform our community that the Hospital has balanced its budget for the sixth consecutive year. The province helped considerably when they announced a 1.5% increase to our base funding in November 2016, following 4.5 years of zero base funding increase. The additional funding went directly to patient care, as it was utilized to perform additional hip and knee surgeries, and reduce our wait list time for these procedures.

The improved economic outlook in Ontario for the next three years has allowed the government to predict three years of consecutive balanced budgets. This bodes well as it may permit investment in hospital-based care to address our aging population, the increased intensity of illness in the community, meeting inflationary costs, and addressing technological advances, including the development of an electronic patient record at Ross Memorial.

The last year has seen some intriguing innovative changes, focused on improving the quality of our services. We have created several internal bodies directed to improving our care. These include the Nursing Advisory Council, our Quality, Safety and Risk Council and enlisting our first Patient Experience Partners. An important technological change was the implementation of the electronic Canadian Triage and Acuity Scale (eCTAS) in our Emergency Department. A new service change provided at the Hospital included implementing Medical Assistance in Dying (MAiD) to those seeking a solution to end-of-life care, consistent with federal and provincial legislation.

In creating our Goals and Objectives for 2017/2018, we are focused on you, our patients. We have two goals for the coming year:

1. We will deliver consistent, reliable quality; and

2. We will develop a patient service focus and culture throughout the organization.

In addition to achieving our two goals, we are part of a collaborative with five other hospitals to acquire and implement an electronic Clinical Information System (CIS). At the current time, the Ross has a 'paper-based' electronic medical record (EMR). We need to move our health care provision into the modern era, and become fully electronic.

Our Quality Improvement Plan (QIP) for 2017/18 sets out our targets to improve the quality and safety of our care. The entire organization will be acting to achieve these improvement targets:

- 1. We will improve the patient experience.**
- 2. We will reduce wait times in the Emergency Department.**
- 3. We will improve our staff and physicians' experience.**
- 4. We will reduce unnecessary hospital readmissions.**
- 5. We will perform medication reconciliation upon hospital admission and discharge.**

One of the most exciting changes in the coming year is the change in provision of our care in the Intensive Care Unit (ICU), operationalized on April 3, 2017. In this model, specialists in intensivist/internal medicine provide round-the-clock care to our most critically ill patients in the ICU, and are available to consult in the Emergency Department or the inpatient units.

In 2016/17, we completed an environmental scan that predicted how our population would change in the coming years, all the way to 2041. We know that our population will age, and quickly.

To address the needs of our community for care in the future, we are planning for the delivery of services now. Our goal is to build a hospital where we deliver consistent, reliable quality care, each and every time, and with each and every visit—the kind of care that everyone in our community can take pride in. We need and ask for your support in our journey as we create our vision for our Hospital:

Exceptional Care – Together

