

# EXCEPTIONAL CARE TOGETHER

ANNUAL REPORT 2021-22



ROSS MEMORIAL  
HOSPITAL  
Kawartha Lakes

# COVID-19 RESPONSE

## Vaccination Effort

RMH's Drive-Thru Vaccination Clinic at the LEX opened on March 18, 2021 and ran until August 27, 2021, operating Monday-to-Friday. A team of more than 20 nurses and physicians from Ross Memorial worked at the site, in partnership with the HKPR Health Unit, City of Kawartha Lakes, and local family doctors. The team was able to accommodate up to 500 vehicles a day. Five evening pop-up clinics were held to increase access to the vaccine for those who couldn't attend during work hours. In total, more than 62,000 doses of COVID-19 vaccine were successfully delivered at the site. The drive-thru vaccination clinic earned RMH an Accessibility Award from the City of Kawartha Lakes.



*Above photo: The Kinmount Community Centre was one of five rural locations where RMH hosted Walk-In Vaccination Clinics.*

RMH hosted 10 pop-up clinics (two per location) in July-August 2021 in the rural communities of Bethany, Bolsover, Coboconk, Kinmount and Norland. Business visits to vaccinate staff were also accepted at Armada, TS Manufacturing and the Boys & Girls Clubs. Specific pop-up clinics geared towards Indigenous peoples, as well as clinics for people experiencing homelessness, took place. RMH also hosted six Family & Friends clinics on-site at the hospital.

## Assessment Centre

RMH's COVID-19 Assessment Centre played a critical role in protecting the community during the COVID-19 pandemic by allowing individuals to return to their workplace safely, patients to be screened prior to surgeries, and by protecting the most vulnerable individuals and critical services. In addition to testing, RMH on-site health care professionals were able to provide clinical assessments to individuals with worsening COVID-19 symptoms, but not severe enough to require an emergency department visit. The antiviral drug Paxlovid was prescribed to treat adults with mild-to-moderate COVID-19 who are at high risk of progressing to serious disease, hospitalization or death.

For the second consecutive year, Ross Memorial Hospital displayed determination and innovation in our commitment to taking care of our community as we navigated through a global pandemic, together.

RMH's award-winning Drive-Thru Vaccination Clinic, ensuring the safe delivery of more than 62,000 vaccinations against COVID-19, was truly an historic endeavour. Our team provided COVID-19 testing and clinical assessments to help limit the spread of the virus and protect our most vulnerable patients.

Staff and physicians donned additional Personal Protective Equipment, followed increased safety measures, and pushed through challenges like in-hospital outbreaks. All of this above and beyond the wide variety of services and care RMH regularly provides.

We mourned the passing of Dr. Gargi Bhatia, who provided obstetrical and gynecological care at our hospital since 1980. Dr. Bhatia garnered the respect of her patients, colleagues and the entire community. We will always remember her for being an incredible physician, a caring colleague, and a determined advocate for women's health. She is dearly missed.

In November, we celebrated 121 Long Service Award recipients and their combined 1,675 years of commitment to our hospital, in addition to 18 Excellence Award winners. Seeing their dedication in achieving the high standards we set out for ourselves is inspiring. Each of their professional journeys have been unique, and as the global pandemic has highlighted, new challenges always present themselves. Time and time again, they've risen to meet and exceed those challenges.

One of the challenges was taking a giant leap in transforming what the delivery of healthcare looks like moving forward. By implementing our Epic Digital Clinical Information System, we streamlined the ability for our patients and health professionals to communicate with one another, allowing for even more precise decisions about each individual's treatment and care. To successfully make that transition, despite the presence of COVID-19, speaks to the adaptability and professionalism of our team.

The leadership at Ross Memorial is eternally grateful and proud of our staff, physicians, Auxiliary, Foundation, and community partners' efforts throughout 2021-22. It was a year that we will never forget.



**Kelly Isfan,**  
President and CEO

**Dr. Bharat Chawla,**  
Chief of Staff

**Wanda Percival,**  
Board Chair



## Epic Implementation

On December 3, 2021, RMH launched a new digital clinical information system called Epic. The collaboration with six other partner Central East hospital organizations represents the largest number of individual organizations joining together in Ontario to provide a single, unified personal health record for each of the 1.5 million patients cared for in the region. Patients can now access their medical records and personal health information through a free, secure online tool called MyChart.

At RMH, the process to go live involved almost 150 locally maintained applications, interfaces and other electronic services, and the deployment of several hundred end-user devices such as WOWs, Rovers, med carts, printers and scanners. Readiness activities included the delivery of almost 50,000 hours in training and education of more than 850 staff, the identification and implementation of over 200 high-impact workflows, review and approval of over 100 regional policies and order sets, and countless hours of legacy data conversion, cutover and validation.

Implementation proved successful as exemplified by several newly created dashboards highlighting improvements in clinical standardization (order set utilization, physician order entry), documentation (barcode administration, medication reconciliation), and patient safety (assessment tools utilization, adverse event prevention through clinical decision tool utilization).



## Renovated Operating Room

In an effort to clear the surgical waitlist created by the COVID-19 pandemic, RMH completed renovations for the creation of a new operating room in March 2022. Renovations included new lighting, an anesthetic machine, and equipment for both general surgery and orthopaedic surgery. Dr. Sebastian Heaven, Orthopaedic Surgeon, performed the first procedure in the newly renovated operating room, a total knee replacement surgery.

*Above photo: (RMH team left-to-right): Dr. Sebastian Heaven, Orthopaedic Surgeon, Lorrie Finn, RPN, Kara Breathour, RN, Susan Dallas-Wood, RNFA, and Dr. Andrew Knox, Anesthetist, completed a successful total knee replacement on community member Georgina Lawrence as the first procedure in Ross Memorial Hospital's newly renovated operating room on March 17, 2022.*

## New CT Scanner

RMH acquired a new CT Scanner in June 2021 supported by community donations to the RMH Foundation. The new CT Scanner provides increasingly accurate images and data to help physicians provide a confident diagnosis – and does it with a lower dose of radiation, which is safer for patients. It is used every single day to meet the needs of our community by diagnosing disease and injury, as well as guiding surgeries and cancer treatments. RMH conducts roughly 12,000 exams annually using the CT scanner.

*Dr. Jamie McNabb, RMH General Surgeon*



*RMH's team of Credentialed Trainers who passed an eight-week course and examination to be able to train the rest of staff in Epic. September 17, 2021.*

## Financial Data

**Total Revenue: \$113,129,355**

By MOH & LTC	90.1%
Patient & Ancillary Revenue	9.9%
Investment Income	0.0%

**Total Expenses: \$113,129,355**

Compensation	73.7%
Other Supplies & Expenses	19.9%
Medical & Surgical Supplies	4.4%
Drugs and Medical Gases	2.0%

Source 2021/22 Audited Statements - BDO  
'Net Operating Results (before unusual items)'

## Patient Care By the Numbers

COVID-19 Assessment Centre Visits	15,777
Emergency Department Visits	35,939
Operating Room Total Cases	6,293
Clinic Visits	35,895
Admissions	
Acute	4,884
Newborn	332
Mental Health	377
Complex Continuing Care	349
General Rehab	302
Palliative	155
Total Patient Days	56,862
Laboratory Interventions	556,569
Diagnostic Imaging Exams	31,244

For the Fiscal Year Ending March 31, 2022

### Ross Memorial Hospital

Local: 705-324-6111

Toll Free: 1-800-510-7365

Public Relations: [publicrelations@rmh.org](mailto:publicrelations@rmh.org)

Quality/Patient Experience: [quality@rmh.org](mailto:quality@rmh.org)

@RossMemorialHospital

@RossMemorial



(Left-to-right):  
**Ryan O'Neill**, Board Chair, **Tim Shauf**, Campaign Chair,  
**Erin Coons**, RMHF CEO

# Foundation



Following a challenging second year of pandemic precautions, we are overjoyed to report on the uplifting impact our community of donors continue to have on the Ross Memorial.

There is much to celebrate, including the delivery of our community's new CT scanner in June 2021! Donors proved they are **Partners in Precision Care**, contributing \$197,343.60 to this need and **breaking our fundraising record for spring appeals!** Thank you!

Government funding doesn't cover the cost of acquisitions such as CT Scanners – or MRIs. The Ross Memorial must next replace the community's 11-year-old MRI and plans are underway to purchase a new, more powerful MRI that will provide even greater detail in less time.

When asked to **Make This Moment Matter** with support for MRI through the 2021 holiday appeal, donors proved that they make the difference at RMH. Contributions reached \$231,862.42, exceeding our fundraising goal by \$56,862.42!

The cost of these life-saving diagnostic imaging machines – totaling more than \$4 million – is part of a digital transformation at the Ross. . . one that is bringing the best in modern medicine to local patient care.

The Ross has begun to put in place the building blocks of a new system that incorporates patients' health information records and digitally connects them to medical technology and tools, so that every test and treatment is immediately available to patients and their healthcare team. This incredible opportunity will require the largest capital campaign in our Hospital's history, an effort being led by Tim Shauf, CEO of The Commonwell Mutual Insurance Group.

It's a patient care priority strengthened by the City of Kawartha Lakes Council's unanimous support and leadership gift of \$1 million!

This year we celebrated milestone gifts with longtime friends including the Dragon Flies, the Kinsmen Club of Lindsay and Therese Scheer and Friends, and we welcomed new donors to the RMH family, such as Flato Developments.

Sadly, we also lost a dear friend when Dr. Gargi Bhatia passed away in November. As a 40-year Obstetrician/Gynecologist at RMH and the medical representative on the Foundation Board of Directors for seven years, she leaves an exceptional legacy of caring.

In 2021/22, your generous donations addressed **\$3,579,466** in Hospital needs from priority projects including CT and MRI to essential equipment such as an ICU ventilator and updated ECG software in the Lab. With your help, we are advancing care and growing services close to home.

**Together, We Are The Ross.**

**Ryan O'Neill**  
RMH Foundation Board Chair

**Erin Coons**  
RMH Foundation CEO

Volunteers at Ross Memorial Hospital share a proud history: 118 years of service and fundraising to support local patient care. Through boom and bust years, the RMH Auxiliary has dedicated its work to make Ross Memorial an exceptional community hospital.

Despite the complications presented by the pandemic, which has led to multiple temporary closures of the Reflections Café and Gift Shop, the principle fundraisers of the RMH Auxiliary, volunteers have continued their work in other ways.

The Ross Family & Friends 50/50 Raffle fundraiser to support equipment and capital needs at Ross Memorial was born during the first-year of the COVID-19 pandemic and has only grown in popularity. More than \$68,000 has been raised through the raffle since it launched, with \$35,000 of that being donated in 2021-22 to the RMH Foundation in support of our community's new CT Scanner. The Auxiliary is thrilled that it has been able to continue its mission to enhance patient care and raise funds for the Ross.

In March 2022, volunteers were equally excited to start returning to certain programs within the hospital, including Day Surgery, Fracture Clinic, Diagnostic Imaging and the Eye Clinic. I know both our Auxiliary volunteers and members of the RMH care team are looking forward to a full-scale return into the hospital, when it is safe to do so.

**Anne Botond**  
Auxiliary President

# Auxiliary



The Auxiliary's Board of Directors presented a \$25,000 cheque to Foundation CEO Erin Coons to help fund the community's new CT Scanner on October 19, 2021.