

Community Connection



Annual Report To The Community 2014/2015

*Leading, Learning,
Caring For You*

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PRH Celebrates Additional Growth In Services Despite Financial Challenges



Pierre Noel
President and CEO

One of the things we pride ourselves on is our desire and ability to do more for our community despite the challenges and limitations we face.

Financially, we are entering our fourth fiscal year without an inflationary increase in our funding. At the same time, most of our costs continue to increase. Thankfully, however, through a variety of cost-saving initiatives, we have been able to manage these inflationary pressures within our current funding allocation and have not had to explore service reductions or layoffs.

In fact, in spite of the challenging times, our team has shown great leadership and creativity in finding ways to do even more with what we have and many of our accomplishments can be attributed to our use of Lean management throughout our organization. I would like to highlight just a few of the accomplishments of this past year.

Wait Time Reduction In Our Emergency Department

Last summer, our hospital was recognized by the Ministry of Health and Long-Term Care for achieving a substantial reduction in our emergency department wait times. We were recognized as an “outstanding performer” for our efforts in having the most improvement for Emergency Department Length of Stay within the High Volume Community Hospital Group and it was noted that our strategies could assist other hospitals in achieving similar outcomes.

In order to achieve these results, there was extensive behind-the-scenes work led by our staff and physicians to improve patient flow throughout the hospital. Good patient flow and appropriate lengths of stay enable patients who need an inpatient bed to get it in a timely way. Having an optimal length of stay in our Medical program, ensuring that all admissions are appropriate, and minimizing unnecessary readmissions continues to be a priority for PRH today. **Continued on Page 4**



Skills-Based Board Of Directors Helps To Define The Region's Healthcare Priorities

We have enjoyed a year of accomplishments in health care for the Upper Ottawa Valley. The Pembroke Regional Hospital and several of our regional partners have seen real results from, and earned recognition for, efforts to deliver the highest quality service through strategic planning and a well-considered course of action for sustainable performance improvement. Our 2013-16 Strategic Plan is delivering on its promise. Initiatives such as Lean health care processes, communications and teamwork have lead to improved patient flow, quality, and safety. We are also now positioned to grow our services through the introduction of MRI, orthopaedics and other critical programs to meet the needs of the region.

As part of this year's annual report, I would like to dedicate some space to the work of our volunteer Board of Directors.

One of the unique characteristics of Ontario's healthcare system is its commitment to having local communities define health care priorities for their local population – and this commitment is personified, in part, by the volunteer boards. We hear what our patients and families want and need from our hospital, and we work with the extraordinary leadership team to provide quality care closer to home.

We are a skills-based board, meaning that our membership reflects a full range of skills, education, personal and professional experience. We come together as an effective team to provide the oversight, due diligence and responsible stewardship that our community expects and needs. We don't all come to the table with backgrounds in health care or public administration, but we bring our experience as teachers, lawyers, accountants, engineers and more from our work in both public and private sectors. What we share is a passionate commitment to making a difference.

Continued on Page 3



Kelly Hollihan
Board Chair



MISSION

We are a regional community hospital committed to delivering a wide range of quality health services. Following Catholic tradition, we will meet the physical, emotional and spiritual needs of all.

VISION

Delivering the safest and highest quality of care to every person, every encounter, every day.

VALUES

Compassion and Caring; Excellence and Innovation
Social and Fiscal Responsibility; Sacredness of Life
Mutual Respect; Community Spirit

Versions Francaises Disponibles

À l'avenir, si vous préférez recevoir cette publication en français, veuillez communiquer avec:

Carolyn Levesque au (613) 732-3675, poste 6165, ou au carolyn.levesque@pemreghos.org.

Pembroke Regional Hospital Foundation



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Annual Report for the 2014-2015 Fiscal Year

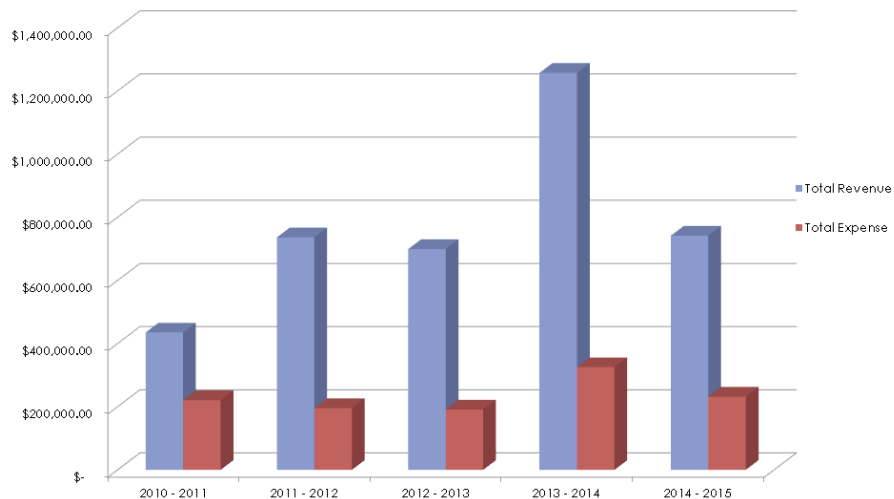
It is inspiring to witness the incredible generosity of people in our region. Together, this past fiscal year, we have raised over \$740,000 which is a commendable achievement. Our revenues were even slightly higher in the 2013-14 fiscal year, thanks to the generous gift of property from Dr. Eng and Dr. Pan and the Lotto MRI revenues.

We are helping to create a state-of-the-art facility and providing our physicians, nurses and health care staff with the advanced tools and technology needed to help care for local patients. The excitement is building as our regional MRI is slated to open this fall and we have less than \$275,000 to raise of the \$4.5 million campaign.

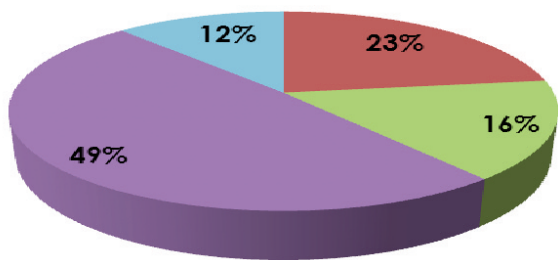
While there are many worthy causes in our region, health care is vital to the strength of our local communities and we are grateful for the dedication of our valued donors and volunteers. There are many ways to support our hospital and numerous tax incentives to benefit you and your family. Whether estate planning or budgeting for your annual gifts, we invite you to invest in local families by supporting health care advancements at our regional hospital.

Gratefully, Executive Director Nancy Warren and PRH Foundation Treasurer Kate Quinn

SUMMARY OF OUR FINANCIAL OPERATIONS

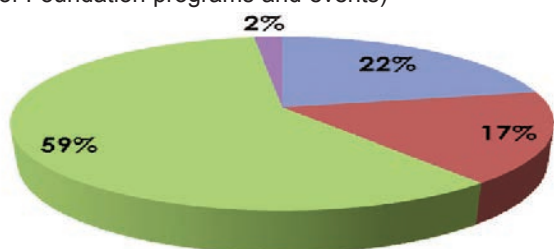


	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015
Return on \$ Invested	\$0.97	\$2.76	\$2.65	\$2.86	\$2.20



WHERE OUR FUNDS COME FROM

- Individual and Family Donations (Independent of Foundation programs and events) 23%
- Community Group and Corporate Donations (Independent of Foundation programs and events) 16%
- Foundation Programs and Events 49%
- Third Party Events (Independent of Foundation programs and events) 12%

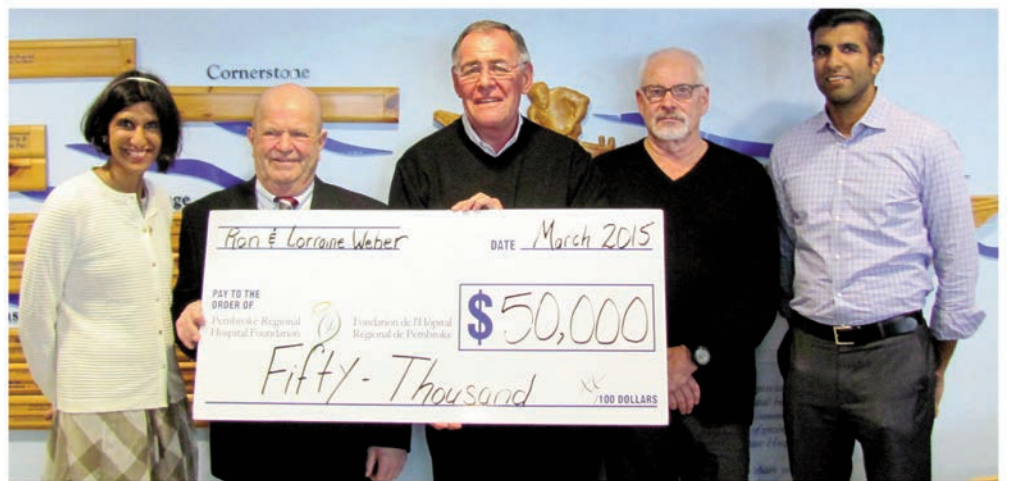


OUR PROGRAMS AND EVENTS

- In Memory, In Honour, Guardian Angels, Healing Wishes 22%
- Payroll, Family and Monthly Giving Club 17%
- Black & White Gala, Valentine's Dance 59%
- Appetite for MRI, Match It & Drive
- Community Connection, Christmas Cards 2%

2014/15 BUSINESS AND COMMUNITY ORGANIZATION DONORS OVER \$1,000

Black Bears Hockey Club, Alexandra Club of Pembroke, Assante Financial Management Ltd., Bank of Montreal, Beachburg Lions Club, Best Western Inn and Conference Centre, Bruce Leach Barrister & Solicitor, Butler Chevrolet Pontiac Buick Cadillac, Calvary Baptist Church Killaloe, Century 21 Neville Realty Ltd., CIBC Head Office, Canadian Nuclear Laboratories, Dineamics Food & Drink, Dr. Kim Armstrong Turkey Trot Committee, Elle B. Inc., Emond Harnden LLP, Ernst & Young LLP, Finnigan's Roadhouse, Fleury's Valu-mart, Frances M. Lemke Insurance Services Ltd., Frank Carroll Financial Ltd., Gallant Media, General Panet Alumni, Great West Life, Devlin Helferty, Hyundai Pembroke, Indian River Golf Club, Kelly+Kelly Lawyers Professional Corp., Kelsey's Restaurant, Knights of Columbus Council 1531, Limestone Financial Inc., Lions Club, Log Cabin Quilters, M&R Feeds, MacEwen Petroleum Inc., MacKinnon Well Drilling Ltd., Manulife Financial, Meridian Credit Union Ltd., Moncion Grocers, Moss All Seasons Powers, Pembroke & Petawawa Lions Club, Pembroke Chapter of the Order of the Eastern Star, Pembroke Pizza Inc./Boston Pizza, Pembroke Silver Stick, RBC Dominion Securities Perth, RBC Foundation, Renfrew County Road Supervisors Assoc., Roy & Associates, Royal Canadian Legion Branches 353, 436, 517, and 550, Scotiabank, Shoppers Drug Mart LIFE Foundation, Smitty's Home Hardware, Sport Renfrew Inc., Sunset Nursery, TD Canada Trust, The Commonwell Mutual Insurance Group, The Eganville Leader Publishing Ltd., Tim Hortons Pembroke, Tour de Bonnechere, the former Upper Valley Dodge Chrysler, Westland Auto Sales, and the Whitewater & Riverview Seniors Clubs



Healthcare Together Monthly Giving Club

Name: _____
Address: _____
City: _____ Province: _____
Postal Code: _____
Phone: _____
Email: _____

YES! I'll join the **Healthcare Together Monthly Giving Club** and help the Pembroke Regional Hospital Foundation enhance the quality of healthcare, close to home. I am pleased to donate the following amount each month:

- \$10 (\$120/yr.) \$50 (\$600/yr.)
 \$15 (\$180/yr.) \$100 (\$1,200/yr.)
 \$25 (\$300/yr.) \$_____ You Decide!

Choose One Option

1. Automatic Bank Transfer
I authorize PRH Foundation to receive the above amount from my bank account on or about the 15th day of each month. My sample cheque marked "VOID" is enclosed.

2. Credit Card
 MasterCard Visa
No.: _____

Expiration Date: _____

Signature: _____

Signature: _____

Date: _____

3. Post Dated Cheques for the year are enclosed

THANK YOU for becoming a member of the **Healthcare Together Monthly Giving Club!**

I may revoke my authorization at any time, subject to providing notice not to exceed 30 days. To obtain a sample cancellation form, or for more information on my right to cancel a PAD Agreement, I may contact the PRH Foundation, or visit www.cdnpravo.com.

I have certain recourse rights if any debit does not comply with the agreement. For example, I have the right to receive reimbursement for any debit that is not authorized, or is not consistent with this PAD Agreement. To obtain more information on my recourse rights, I may contact my financial institution or visit www.cdnpravo.com.



Frances Lemke

THE IMPORTANCE OF LOCAL HEALTHCARE ACCESS

Two years ago I joined the Monthly Giving Club at our hospital because I wanted to support a cause that would positively impact the lives of people in my community.

Little did I know that one year later I would end up in our emergency department suffering from a serious heart issue. While on a morning walk, I experienced heartburn, something foreign to me. It just didn't feel right, so I went to our emergency department and, thanks to the astute doctors and nurses and the life-saving

technology at the Pembroke Regional Hospital, I am still alive and able to share my experience with you.

Healthcare is expensive. If you are financially able to support the advancement of services, I encourage you to help.

Skills-Based Board Of Directors Helps To Define...Continued (From Front Page)

We pride ourselves on our dedication to continuous improvement through seeking and implementing best practice and by providing continuing education opportunities for our directors. In addition to our standard practice to deliver education sessions in each board meeting, to strive for 100% certification in the Essentials and Advanced certificates in governance from the Ontario Hospital Association Governance Centre of Excellence, and to participate in annual conferences, 2014-15 included the following:

- Our annual senior leadership and board retreat was shared with our colleagues from Marianhill during which our medical ethicist, Dr. Hazel Markwell, delivered a series of workshops from the Catholic Health Association of Ontario entitled "Mission Leadership" which also helped us to explore discernment practices for the ethical implications of business decisions.

- We welcomed Josh Liswood, senior partner with Miller Thompson, for a presentation reminding us of our fiduciary duties as directors.

In September, the Pembroke Regional Hospital hosted a team of surveyors from Accreditation Canada to assess the performance of our Hospital. In their report that awarded PRH Accreditation with Commendation, they noted "the PRH culture as positive, warm and welcoming" as well as this feedback for our board:

- 100% of the 78 Governance standards and criteria met expectations

- "The mission resonates with the leaders and staff members of the organization and is a commitment to the PRH community, social responsibility and faith."

- "The board members of the PRH are extremely passionate about their community and health care needs and are engaged, committed and knowledgeable about their fiduciary role and responsibilities."

- "The financial stewardship of the organization is exemplary and supported by a high-functioning and effective resource and audit committee."

- "Quality improvement is important to the board members and they have joined the organization's enthusiasm with the rolling out of Lean. A scorecard is reviewed regularly by the patient care, quality and risk management committee,

and there are good reporting processes in place in the organization that roll up to the Board of Directors."

- "Encouragement is offered the board and leaders to coach, support and mentor other organizations during the changes in the new funding reform in Ontario."

- "Community feedback during the community partnership meeting was complimentary of the PRH's collaborative relationships with a focus on putting community and patient needs first. In addition, there is always a positive desire from the PRH leaders and teams to participate, take action and collaborate, and proactively implement best practices to address gaps in community care delivery."

DID YOU KNOW...

Another important role the Board has is to grant privileges to physicians, dentists, extended class nursing staff and midwives, allowing them to provide care in our facility.

This past year alone, following a thorough credentialing process, our Board granted privileges to 256 of these professionals.

This final point is significant for our board this year as Pembroke Regional Hospital has taken on the role of lead organization for our North Renfrew Health Link. This is a cooperative endeavour with more than 30 agencies in our region's healthcare system partnering to deliver improved coordinated care for our highest needs patients in order to provide better, more efficient and more effective patient experience along the continuum of care. Unique to our Health Link is a collaborative governance committee that will be dedicated to encouraging commitment to these partnerships in member agencies' strategic planning and governance practices. I once heard, "Great things can happen when governors speak with governors"; and I eagerly anticipate being part of this conversation.

This year we will bid a fond farewell to some of our key contributors on the board.

Steve Hartmann will retire from our board in June upon completion of his second term and sixth year. With a long and accomplished career in banking, his business acumen, and his thoughtful

and kind nature, Steve has been a significant presence on our board as chair of our resource and audit Committee and in liaison with community partners to bring the Ottawa Valley Health and Wellness Centre to our campus. We thank Steve for his contributions and wish him well.

New mom and board member Christina Adams has decided to step down upon completion of her three-year term. Christina is a pharmacist and has been an analytical and considerate voice on our patient care, quality and risk management committee where her contributions to our annual Quality Improvement Plan and other quality and safety-based discussions have been much appreciated and respected.

Barb Schoof will be completing her term as Past Chair in June. Her generous spirit is an inspiration, along with her 15 years of service on the hospital's board, and her role in sculpting the board's framework and the hospital's mission and strategic priorities over the years. The energy she has dedicated with many hours of tireless fundraising work for capital campaigns, travel across the country to represent our hospital at health care conferences, and building valuable relationships with our partners and stakeholders, has really made its mark on this hospital's standing in the community and in the healthcare system.

And her volunteer role continues. It's now evolving as she takes on new projects to help sculpt an exemplary patient and family experience at PRH. I look forward to hearing more about her work on PRH's new Patient and Family Advisory Council this year. Barb also retains her seat on the hospital's Foundation board where she has served as chairperson this year.

Our board is always looking for more community volunteers to bring their voice to the table as well as a variety of skills and expertise. While our board positions for this year have been filled, there are always opportunities to help out and we welcome those with an interest to contact our Hospital's administration office.

I can personally attest that volunteering with the Pembroke Regional Hospital Board of Directors is an incredibly rewarding experience.

Hospital Auxiliaries Continue To Play A Vital Role In Supporting Healthcare Delivery



**Anne Sloan
Auxiliary President**

It is with mixed emotions that I am ending my term as the President as of June 30th this year. I have moved to Stittsville to be closer to my boys and their families. I would like to take this opportunity to express my sincere appreciation and say what a wonderful experience it has been working alongside all of the dedicated volunteers on the Auxiliary over the years. I have made many lifelong friendships and I am happy to announce that the Auxiliary's leadership will be left in the capable hands of Diana Gagne who has agreed to step into the role of president.

The Auxiliary has so many accomplishments to be proud of over the years and is well on its way to achieving its second one million dollar commitment to the hospital for the MRI Fund. We achieved our first million dollar commitment to the Building Fund in 2009, and along the way we've sponsored a \$75,000 Birthing Unit and a \$50,000 Dialysis station in 2008.

This year, the Mural Café and the Sunshine Gift Shop experienced another excellent twelve months of sales. The Café netted close to \$40,000 while the gift shop brought in \$25,500.

The Café will be losing the talented Mary Banks



as their Manager this year. We extend our sincere thanks to Mary for all her hard work over the past years. Thankfully, Christine List, having just returned to Pembroke, has stepped forward to take on the managerial role.

The Gift Shop, with the artistic Brenda Long at the helm, always has something new on the go whether it be new inventory, new concepts or new decorating designs. With all the new innovative ideas, Brenda seems to work around the clock. She is constantly reorganizing the shop and, with help of a few dedicated volunteers, they rebuilt the storeroom to make it safe for everyone. Many

thanks for the great output ladies.

The Bingo proceeds were over \$22,000 this year. Thank you to all members of the Bingo Committee who contributed a total of 264 hours this past year.

The HELPP (Hospital Equipment Lottery Program for People) lottery (Nevada) ticket sales were \$8,000 this year. \$20,000 for TV rentals, the Memorial Fund, and the operation of the ATM machine rounded out our fundraising efforts for the past year.

Thanks again to the entire executive, the coordinators, and all the wonderfully talented volunteers. By working and learning together, we truly make a difference in promoting the quality of health care in our community.

2014 / 2015 Executive

Anne Sloan (President),
Mary Olsheski (Past-President),
Pierre Noel (Honorary President),
Helene Giroux (Treasurer),
Diana Gagne (Secretary),
Eleanor Boire (Press & Publicity/Historian),
Vina Hearty (H.E.L.P.P.),
Brenda Long (Gift Shop Operations),
Trudy List-Radke (Gift Shop Staffing),
Mary Banks/Christine List
(Mural Café Operations),
Gail Arsenault (Mural Café Staffing),
Harlene Buske (Special Events Telephone),
Sr. St. Mark (Rita Mahoney) (Spiritual),
Eleanor Boire (Bingo Committee),
Janet Campbell/Jane Kielman (Membership)

PRH Celebrates Additional Growth In Services...Continued (From Front Page)

Publicly-Funded Physiotherapy Services

Also last summer, as part of a provincially-funded initiative, we hired additional therapy staff and began offering publicly-funded physiotherapy services through a community-based clinic located in our outpatient therapy area at the hospital. This new referral-based clinic delivers goal-oriented physiotherapy treatment to patients with specific health conditions, over a set period of time and with a predefined health outcome.

Heart Function Clinic Launched

Another new regional outpatient program administered by PRH and launched this past year is the Heart Function Clinic for Renfrew County. This new clinic is targeted at residents who have been identified with vascular health risk factors and may be at risk for heart failure. This important new clinic helps round out our Vascular Health Program which includes pre-diabetes and diabetes education, stroke prevention, cardiac rehabilitation and heart function services.

Sleep Disorders Clinic Opened

This spring also saw the establishment of a new sleep disorders clinic at the PRH in collaboration with MedSleep, one of Canada's leading providers of comprehensive diagnosis and integrated treatment for sleep disorders. Some of the services offered on a physician-referral basis include clinical assessment, treatment and follow-up by a sleep medicine physician, as well as diagnostic sleep testing. Sleep studies are important, particularly for patients who have sleep disorders and who must undergo lengthy surgeries, such as hip or knee replacements, so having this service here will be important for our soon-to-be-established orthopedics program.

Awarded Accreditation With Commendation

Another key achievement of the past year has been our very successful external review by Accreditation Canada, an organization which sets standards for quality and safety in health care.

Following a comprehensive self-assessment, external peer surveyors conducted a four-day on-site survey in September during which they assessed the leadership, governance, clinical programs and services at PRH against national standards. In all we met or surpassed over 98% of



1,854 applicable standards, the best results our hospital has ever achieved in such a review. And, while our results were truly stellar, we are still very much committed to a journey that sees us continuously improving all that we do.

MRI Preparation

Much effort was also expended in the past year to prepare the ground, both literally and figuratively, for the installation of Renfrew County's first MRI. The construction of a new addition to house the MRI has been going along full speed and all the other necessary elements are being

finalized for the launch of this new service in October of this year.

Advance Work For Orthopaedic Program

We've also been able to move the yardsticks forward this past year on the establishment of a full-service orthopaedic program at the Pembroke Regional Hospital. The establishment of a program at PRH is part of a comprehensive and integrated regional plan for orthopaedic care developed by the Champlain Local Health Integration Network and will allow this important care to be delivered right here in our own community.

North Renfrew County Health Link

Better integration and coordination of care is also coming to our community through the establishment of the North Renfrew County Health Link and much of the groundwork for this effort has been laid in the past year.

Health Links is a way for the local health system to provide better and more personalized care for seniors and patients with complex medical conditions.

These efforts are focused on the five per cent of patients with the highest needs and will provide them with better care through individual care plans and co-ordinated support from a tightly knit team of providers working together to develop solutions that address each patient's specific needs.

So it has clearly been a busy but productive year at the Pembroke Regional Hospital.

And, while I am proud of our progress this past year, I'm equally proud of our people, each one of whom plays an important part in delivering high quality and compassionate care to the people of our community, each and every day.



This year the hospital honoured 35 staff and six physicians as part of its annual long service awards program, with milestones ranging from 20 to 40 years of service.



Recognizing the importance of workplace wellness, our volunteer-based Walk/Run Club is currently in its fourth year with sessions held in the spring and fall.



The PRH obstetrical team has earned the MORE^{OB} (Managing Obstetrical Risk Effectively) Module 2 award for outstanding performance. This program is designed to improve patient safety based on quality improvement and professional development.

Medical Staff Shows Leadership In Journey To Improve Quality And Safety

Some of the greatest achievements are those that happen behind-the-scenes. To the average person, these accomplishments go unnoticed, but within an organization they can be key to ensuring stability and a bright future.

From a physician perspective, this past year was one that saw the evolution of a stronger, more cohesive team of medical staff. Our chiefs of departments became more engaged in their leadership roles and more aware of the roles they play.

Through targeted education sessions, effective meetings and planning sessions, as well as opportunities to have productive discussions around such issues as succession planning, our physician leaders have worked hard and made great efforts with this process.

Use of the Lean model was also a contributing factor to some of the behind-the-scenes advancements that took place which led to quality improvements, better accountability and more structured mentoring among colleagues.

As Chief of Staff, I felt privileged to witness this transition and welcomed their enthusiasm.

It was also a big year in terms of preparation for some exciting new services coming to our community such as a full service orthopaedic program.

Currently, all PRH patients requiring emergency orthopaedic surgery are transferred to one of several hospitals in Ottawa. Minor orthopaedic cases that are appropriate for follow-up either with a family physician or by non-urgent referral to an orthopaedic physician in Ottawa are managed here at PRH.



Dr. Michael Ferri
Chief of Staff

Our physicians are excited to welcome this new program and for our patients as it will be a significant advancement in care close to home.

Not only will this involve new personnel in terms of the surgeons themselves, but our emergency department physicians will be happy knowing that orthopaedic conditions will be addressed in a timely manner, and it will also be a good fit with our onsite rehabilitation unit.

The addition of MRI in our diagnostic imaging department will be another triumph in terms of care close to home, and also ties in well with orthopaedics. This diagnostic addition which will be operational this fall, has allowed us to expand our current radiologist complement from three to five.

In terms of physician recruitment, we welcomed Dr. Sarah Leavey this past year as our third obstetrician/gynaecologist who has proven to be a good fit within that department.

Dr. Amanda Williamson, a general surgeon, has joined the practice of Dr. Colleen Haney, and a number of new hospitalists who care for our patients who are without a family physician have been assisting our core team.

In our emergency department we've been welcoming new physicians who are providing temporary coverage when required.

We are currently in discussions with candidates for full time positions and we are hopeful that we will have some new team members soon.

We are also actively recruiting in the areas of psychiatry, hospitalists, medicine and internal medicine, and I'm pleased to say that there are lots of ongoing conversations so our outlook is positive. We continue to progress with new technology, new programs and most importantly, more new physicians joining our team.

Applying Lean As A Business Tool Leads To Quality Improvements At PRH

In striving to find new or better ways of doing things to improve or enhance care for our patients, to increase satisfaction and to achieve better clinical outcomes, PRH along with all other hospitals in Ontario have developed annual Quality Improvement Plans which, as legislated under the Excellent Care for All Act, 2010 (ECFAA), must be made available to the public each fiscal year beginning April 1. A full version of ours can be found on our website.

Embracing Lean philosophies, the members of our Board and Quality Committee work closely with our Senior Leadership Team, physicians, and our clinical colleagues to determine areas where we are doing well and areas where we have room for improvement. From there, initiatives are selected and targets are set for the organization. Here is a sampling of some of the work we have been doing behind the scenes in order to improve the care and service we offer our patients and our community.

Emergency Department (ED) Wait Times

The work we have done in 2014/15 further shortened the wait time for patients admitted from the ED. We have consistently been less than 20 hours in the last 5 months of fiscal 2014/15 compared to 49 hours in 2012.

Additionally, we have decreased our acute length of stay on our medical units from 7.4 days in 2013/14 to 6.5 in December 2014. We have worked extensively with our physician leaders to ensure the time our patients spend in hospital is effective and that our resources are used wisely.

Hospital Acquired C-Difficile

Huge efforts have been made in reducing the C-Difficile rates with the success and reduction attributed to improvements in cleaning processes, the development of standard work procedures and increased surveillance by our Infection Prevention and Control team.

Ebola Virus Preparedness

While Ebola did not present an imminent threat in our region, given our partnership with Garrison Petawawa and travel by their personnel preparedness was paramount.

A lot of effort was put into emergency planning which assisted in improving our level of planning and development of systems and procedures for use in other scenarios.

Health and Safety

The hiring of a Safety Coordinator and circulation of monthly health and safety reports has helped raise awareness and engage staff.

Transition to an electronic system for Incident Management (incidents and near-misses) consistent with other hospitals in the Champlain LHIN. This allows for improved communication and opportunities to make improvements in a more timely way in order to reduce the number of incidents taking place.

eLearning

Our hospital has made a significant investment in ensuring improved delivery of staff education.

Electronic Patient Records

Significant efforts have been made by our Information Technology department in concert with Diagnostic Imaging and Lab to ensure patient records are available regardless of where a patient receives service. This is part of a regional initiative that will allow enable availability of reports province-wide.

Acquisition of Ambulatory Care Centre

The hospital's acquisition of the building which currently houses our surgical suites and the departure of a major tenant from the space has created many exciting opportunities to better house our clinical programs. The priority for any new space is for patient care services and plans

are underway to ensure that new space in this building will be used in the most appropriate way.

Project Work in Progress

The hospital is examining ways to make improvements to our Surgical Program. We are working with the Ministry of Health and Long-Term Care to improve both our surgical daycare space and our surgical inpatient areas.

A lot of preparatory work has been ongoing to ready us for the launch of our orthopaedics program and the addition of MRI to our diagnostic services.

Energy Conservation

We have identified a number of energy management initiatives and ways to conserve energy which will provide future benefit.

Expanding Role of Vascular Health Program

We are in the process of building partnerships around our Pulmonary Rehab program and our Cardiac Rehab program is progressing with new elements via telemedicine.

Mental Health Services of Renfrew County

A new unique slogan, logo, and marketing materials have been launched to improve program visibility and awareness about the breadth of services that are available within the region. A centralized phone number will also help improve service access.

PRH Board of Directors 2014/2015



Front row, from left, Heather Ball (Vice-Chair), Kelly Hollihan (Chair), Pierre Noel (President and CEO), and Wayne TerMarsch (Vice-Chair)

Back row, from left, Sheila Clarke, Dr. Michael Ferri (Chief of Staff), Barb Schoof (Past Chair and Foundation Chair), Dr. Kevin Roach (GSIC), Romeo Levasseur, Steve Hartmann, Garry Yaraskavitch, and Frank Christinck (CHCO)

Missing from photo: Francois Lemaire (CNE), Christina Adams, Dr. Tom Hurley (President of Professional Staff), and Anne Sloan (Auxiliary President)

Our Senior Leadership Team



From left, Francois Lemaire (Vice-President Patient Services - Acute Care and CNE), Sabine Mersmann (Vice-President Patient Services - Seniors and Community Care), John Wren (Vice-President Finance and Corporate Services CFO/CIO), Pierre Noel (President and CEO), and Dr. Michael Ferri (Chief of Staff)

Our Lean Journey 2014/2015

"Lean is a set of concepts, principles and tools used to create and deliver the most value from the patient's perspective while consuming the fewest resources and fully utilizing the knowledge and skills of the people performing the work."

Perfecting Patient Journeys 2012

From April 1, 2014 to March 31, 2015, a total of 440 new improvement opportunities were implemented. These were identified by staff working on 7 Lean Management units.

Some of the improvements included:

- Improved use of Medical Directives in the emergency department (ED) to ensure provision of the right care to the right patient at the right time. For example, depending on a patient's presenting symptoms and assessment at Triage, the nurse may be able to offer pain management while waiting to be seen by the physician.
- Conducting our own "real time" patient satisfaction surveys in the ED and on the Medical floors to learn from our patients how we can improve their experience.
- Development of a patient information pamphlet for the Medical Program to improve communication about patient expectations during their stay on the Medical Unit.
- Development of a large, new, centralized filing system in Medical Records and a new standard process for labelling and filing our patient records.
- Purchased new equipment for positioning our paediatric patients who require an x-ray. This chair was funded with the help of proceeds from silver recovery.
- Changing the times for meal selection for Rehab patients so that patients are not missed if they are out of their rooms.
- Development of special signage to indicate that a death has taken place in a patient room to ensure privacy.
- Provision of hooks in patient rooms where isolation is required to ensure visitors can safely store their belongings.
- Updated our educational materials and handouts for patients in Diagnostic Imaging and our paediatric patients. French translations are also being obtained in DI.
- Created food allergy signage to post outside our patient rooms to improve communication.
- Developed a process for storing patient lost and found items on medical units and notifying patients how to retrieve these items that we have found.
- Posted the patient room number and telephone extension in a visible place within each patient room in easy-to-read large print.
- Cleaning and organizing our supply rooms, ensuring items are well labelled, ensuring the proper amounts of supplies are available in the proper amounts, and making sure we have the right supplies for the right patient at the right time.

A Special Thank You To Pembroke Regional Hospital Volunteers

When we think of volunteers we think of time and values. In our lives, one thing we cannot create, accumulate, acquire or even borrow is time. We have a limited amount of time for sleep, work, family and our own interests. Therefore, an individual's time is a very precious commodity.

When an individual commits him or her self to volunteer on a consistent basis they have chosen to give up their own time to support an activity which benefits others. This brings us to values. Some of the strongest values, service and sacrifice are shown when one places the needs of another above their own. The true volunteer chooses to give up his or her personal time and energy and expend it to help others.

Here at PRH, our Volunteer Services department is responsible for coordinating assignments and activities which help to enhance service delivery in many areas of the hospital including clinical units, hospitality, ambulatory clinics, the Geriatric Mobile Day Hospital Program, and the Woodworking Factory operated by Mental Health Services of Renfrew County. Through tasks such as magazine delivery, administrative prep work, office duties, grounds beautification, friendly visiting, water delivery and more, volunteers are an essential part of our healthcare team.



Melissa Ziebarth
Volunteer Services

The Role Of The Volunteer In Our Pastoral Care Program



Betty Hughes
Pastoral Care
Coordinator

The Pastoral Care Program makes every effort to support and fulfill the mission statement, vision and values of the Pembroke Regional Hospital. Our focus is the spiritual and religious aspects of personal well being and growth.

Spirituality is about those matters of the here and now, our relationship with other human beings; nature; our hopes and dreams about the future and those matters concerned with our stewardship of the earth; the individual's need to love and be loved, valued and feel worthwhile.

Spirituality does not interfere with a person's religious beliefs but can enhance them. Here, during a patient's stay we try to assist a person's spiritual growth while supporting their regular religious practice.

Religion is the practice adopted by a particular group of people who share the same beliefs about God and our relationship with Him. The journey towards a life with God is made by following specific practices, precepts, rituals, celebrations and guidelines set out by the leaders of that particular church.

People enter and leave the hospital with the same religion but may experience a growth in their spirituality through contact and support of others.

We have specially trained volunteer visitors from different faith denominations who come in one day a week to visit newly admitted patients, welcoming them to our facility. They give and explain our pamphlet which lists the worship opportunities as well as a list of events that take place on a regular basis and some of the materials that are available for use during their stay. These visitors try to get to know the patients and listen to their stories should they wish to share.

It has been said that listening is the highest form of hospitality that does not set out to change a person but to offer a space where change can take place. This is so true. Sometimes a patient is so overwhelmed by the serious nature of their condition that they see only the darkness of the tunnel; however by sharing their fears with another person and discussing them openly, they begin to see the light at the end of that tunnel. Many

people find it easier to talk to a stranger because they do not want to worry close family members.

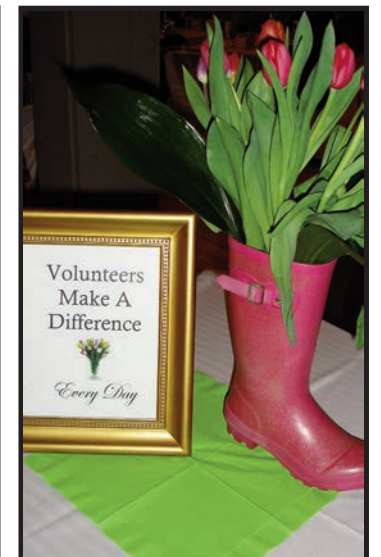
Eucharistic Ministers come in to distribute Holy Communion to any Roman Catholic patients who wish to receive it while many of the ministers from the various Protestant churches come in to celebrate Communion with patients from their churches.

We have special celebrations in the chapel to which patients, families and visitors are invited to attend. Each year invitations are sent out to family members of patients who died while in our care to attend our memorial services which are held in November and April and are very well attended.

We are very fortunate indeed to have such dedicated clergy who visit patients from their parish frequently.

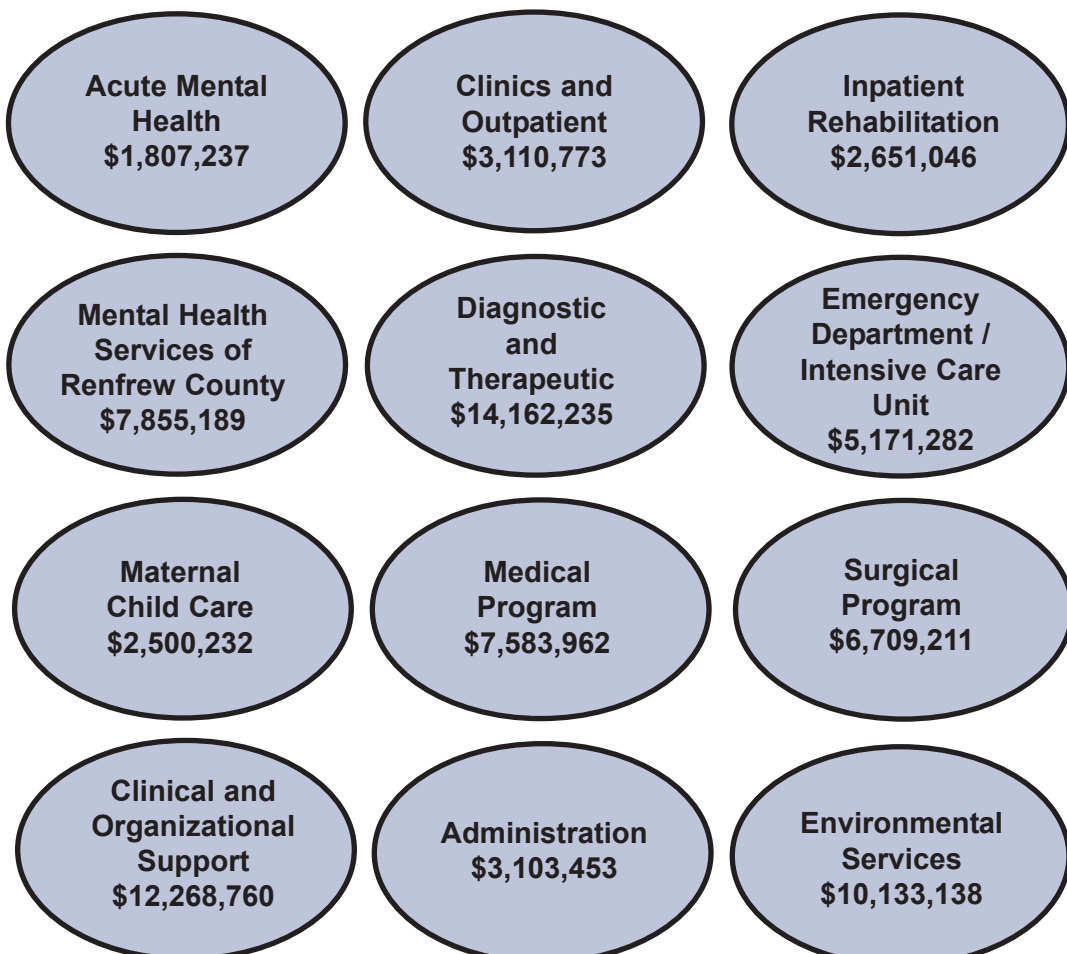
Our on-call clergy roster for emergency situations consists of six Roman Catholic priests and eight ministers from the Protestant faith denominations. Our chaplain, Father Jim Beanish is here several days a week.

This coming year we hope to increase our chapel services. Plans for this are being made now.



PRH By The Numbers

Please note that the Pembroke Regional Hospital's full financial statement is available on our website www.pembrokeregionalhospital.ca.



TOTAL OPERATING BUDGET: \$77,056,519

Our total budget includes funding for the areas listed to the left. Each amount includes funding for salaries/wages, supplies and equipment.

For 2014/15, The Number Of...

- Nurses (RNs and RPNs) **331** Support Staff **249**
- Allied Healthcare Professionals **167**
- Active and Associate Physicians **51** Auxiliary Members **141**
- Volunteers **115** Volunteer hours **5,397**
- Trainees throughout our organization **Over 300**
- Admitted patients **5,597** Emergency Department visits **34,973**
- Ambulatory Clinic visits **35,977** Births **761** Surgeries **5,809**
- Diagnostic tests **59,973** Filled prescriptions **123,950**
- Patient meals **122,640 meals and snacks**
- Laundry pounds processed **976,000**
- Square feet cleaned and maintained **330,000**
- Incoming phone calls to the PRH **910,000+ (3,500/weekday)**
- Unique patient identifiers in the Hospital's database **244,479**