

# Community Connection



## Annual Report To The Community 2018/2019



Phone (613) 732-2811 Email [pr@prh.email](mailto:pr@prh.email) Twitter @PRHhospital  
 Website [www.pembrokeregionalhospital.ca](http://www.pembrokeregionalhospital.ca) Facebook [www.facebook.com/pembrokeregionalhospital](http://www.facebook.com/pembrokeregionalhospital)

### PRH Embraces The Benefits Change Brings

While health care is always evolving, change comes, for the most part, with greater benefits for our patients and improvements in delivery methods for our health care providers.

This is the basis for the latest health-sector transformation in the province; a system-wide change that will rely on innovation, partnerships and new efficiencies to ensure that all of Ontario's patients have full access to the care they need, when they need it.

As part of this annual report to our community, you will read more about the proposed establishment of Ontario Health Teams and what local providers, including PRH, are doing to be early adopters of this new delivery model. We are excited by the level of partner engagement at this early stage, particularly from our local family physicians, but we were certainly not surprised as they are true leaders in our community and champions of positive system change.

In recent years, working in partnership with health care partners along the continuum of care has become the norm. It is really only by working together that we can achieve great things for our patients and for our healthcare system. In this report, we highlight the many stellar partnerships that PRH has with our various partners and how we have been able to achieve so much more through collaboration.

Working together within our organization and finding efficiencies through the use of Lean management also helped lead our hospital to exceptional results in our 2018 Accreditation process last fall. **Continued on Page 5**

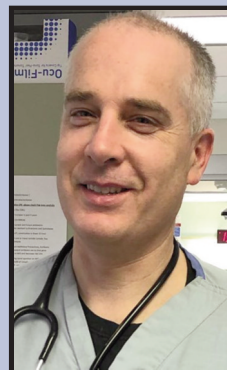


**Pierre Noel**  
President and CEO



### Professional Staff Recruitment Helps Bring New Expertise And Leadership To PRH

Over the past 12 months, I've had the privilege of continuing in the role of Chief of Staff at PRH. As such, I've had the opportunity to witness firsthand the dedication of all members of our professional staff. This core group of leaders work tirelessly in alongside the entire hospital team and share the goal of providing the best possible care to all who need it.



**Dr. Tom Hurley**  
Chief of Staff

continue to expand our team of professional staff. Admittedly, recruitment of physicians, both family practitioners and specialists, remains a challenge. This year we have hired a recruiter who is targeting her efforts to assist the community in attracting family physicians. At PRH, we have focused on recruiting specialists and hospitalists (family physicians who focus their practice on patients admitted to the hospital). We have had success in bringing new team members to psychiatry, orthopaedics, radiology, obstetrics and the hospitalist service.

Mental Health remains a major priority at PRH. Our hospital continues to lead a county-

wide mental health program combining inpatient and community care. In line with the collective climate of North America, our community is largely affected by the diverse challenges of mental health.

We currently serve both the chronically affected and acute needs. The national opioid crisis has not spared Pembroke. Sadly, several fatal overdoses have occurred. We embrace this challenge directly, in collaboration with many of our partners: public health, police and paramedic services.

**Continued on Page 4**

As we strive to best serve those in our care, we

Our Mission, Vision

**Leading, Learning, Caring.....For You**

**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

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

### PRH Board of Directors 2018/2019



Seated, from left, Diana Gagne (Auxiliary President), David Unrau, Sheila Clarke (Vice-Chair/CHSO), and Pierre Noel (President and CEO).  
 Standing, from left, Dr. Tom Hurley (Chief of Staff), Richard Wilson, Frank Christinck (Vice-Chair), Mitch Stillman, Daniel Burke, Kim Drake, Rebecca Paulsen, and Francois Lemaire (Chief Nursing Executive).

Missing from photo: Lisa Edmonds (Foundation), Dr. Kathryn Reducka (President of Professional Staff), Dean Sauriol, Garry Yaraskavitch (Chair), and community representatives Gabriel Cloutier, Matthew Conway, Clay Deighton, Linda Fuller, Amanda Hawkins and Neil Nicholson.



# Annual Report

April 1st, 2018 - March 31st, 2019

Pembroke Regional  
Hospital Foundation



Fondation de l'Hôpital  
Régional de Pembroke

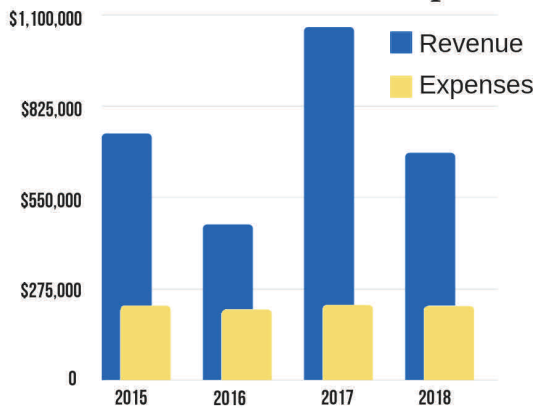


Families from across the county remain resolutely dedicated to improving access to state-of-the-art health care services. This year we saw a marked increase in support through Foundation programs and events, while we saw some fluctuation in Estate and Major Gift contributions. Overall, the support has been astounding and your efforts have brought us to within \$640,000 of our \$2.5M *Cutting Edge Campaign* goal. Your donations combined with \$9 million in government funding will soon yield a new modern inpatient surgical floor that will greatly benefit patients as well as your health care team.

Whether you attended one of our events, like the Gala or the Turkey Trot, volunteered at the Festive Open House, responded to a donation request, or called into the Radiothon with a donation, *thank you*. Be proud that you are an integral part of the life-changing compassionate care that patients are receiving at PRH every day!

**Lisa Edmonds, PRH Foundation Chair**

## 2015-2018 Revenue & Expenses



Event Revenue up **12%**

Return on Investment: **\$1.94**

**16%** more revenue from in memory donations

**82%** increase in revenue from Guardian Angel donations

**Revenue from Events:** Throughout the year, the PRH Foundation and dedicated committee volunteers organize several major fundraisers (*Connect to Care Radiothon, Holiday Inn Express Dr. Kim Armstrong Turkey Trot, Black & White Gala, and Festive Home Tours*). Events are a great way for families to get involved and have fun while supporting their Regional Hospital.



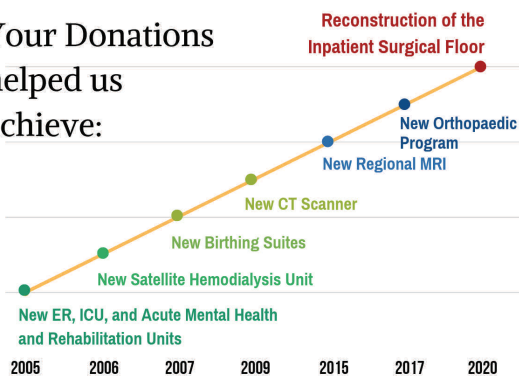
**In-Memoriam Gifts:** After the passing of a loved one, families can dedicate gifts in lieu of flowers to their local Hospital to advance health care for regional families. Families can also pay tribute to a loved one by purchasing a plaque for the *Wall of Tributes*.



**Guardian Angel Program:** The Guardian Angel program offers grateful patients or their families an opportunity to nominate a Hospital staff member or volunteer who they felt had gone above and beyond. The nominee is presented with a card and angel pin and is celebrated on our *Wall of Angels*.



## Your Donations helped us achieve:



## 2018/19 BUSINESS & COMMUNITY ORGANIZATION DONORS OVER \$1,000

AVIVA; BMO Financial Group; Buske Office Equipment; Butler Chevrolet Pontiac Buick Cadillac; Church Of The Sanctuary Of The Beloved, Canada; CM Carroll Insurance Brokers Inc.; Cobden & District Civitan Club; Custom Draperies & Blinds; Economical Mutual Insurance Company; EGM Insurance; Emond Harnden LLP; Frank Carroll Financial; Freedom 55 Financial; Funding Innovation; Great West Life Assurance Company; Grey Gables Inn; Helferty's Disaster Restoration Cleaning Services; Holiday Inn Express Pembroke; Jamieson Mackay Forming & Construction; Johnston & Mackie; Kelly + Kelly Lawyers Professional Corporation; Knights of Columbus Council 1531; MacEwen Petroleum; MacKinnon Water Solutions; Manulife; Mckie Pools & Spas; MD Management; Moncion Metro; Mulvihill Drug Mart; MyFM 104.9; My Tribute Gift Foundation; NRTC Communications; OK Tire & Automotive Service; Pembroke Mall; Precision Textiles; R.G.W. Financial; RBC Foundation; RE/MAX, Cynthia Lloyd; Rotary Club of Petawawa; Roy & Associates; Royal Canadian Legion Branch 72; Ry-J's Climbing Adventures; Saint Paul's Anglican Church; Star-Set Jewellers; The Co-operators - Perri-Rae Boell & Associates; Wheaton Financial Group; Wilkies Fresh Baked Bread

## A WORD FROM RETIRING PRHF EXECUTIVE DIRECTOR, NANCY WARREN



When I started working at the Foundation eight and a half years ago, I thought that I knew what charitable giving was all about. As it turns out, I could not foresee the unbelievable depth and magnitude of generosity in our region. From children who chose to donate instead of receiving birthday gifts to the families who donate homes and boats, and all the remarkable gifts in between, I have seen so much caring and kindness. I will truly miss sharing special moments with donors, and witnessing the divine joy of giving and helping others. That said, this is probably the most challenging job I've ever had (I did plant trees as a student) but it was also the most rewarding. It has been a bit of a roller-coaster ride, experiencing the exhilarating high when a new donor decides to invest in their hospital, to the deflating lows when a call or a meeting doesn't work out.

Through all these experiences, I have certainly grown, both personally and professionally, and I am so humbled and thankful to have had the opportunity to work with, and alongside, so many amazing selfless people for such an important cause.

I may be retiring from fundraising but my family will continue to make our Regional Hospital a charitable priority and support the efforts to advance health services locally. I look forward to watching and helping our Hospital and our Foundation grow and I hope that more families across the county will choose to do the same, because nothing is more important than our health and the well-being of others.

Most sincerely, Nancy Warren

### SAVE THE DATES 2019

- Sep 11** - Knights of Columbus Pat Harrington Golf Classic
  - Sep 27** - Turkey Trot Spaghetti Dinner
  - Sep 28** - Holiday Inn Express Dr. Kim Armstrong Turkey Trot
  - Oct 19** - Black & White Gala
- Contact us for more information**



Please contact the Foundation Office to make a donation, organize a fundraiser, or participate in one of our many charity activities & events:

705 Mackay Street, Pembroke, ON K8A 1G8 / (613) 732-2811 Ext. 7408 / foundation@prh.email / prhfoundation.com



## Improving The Care And Services We Provide By Partnering With Others

There is tremendous value in working with others – not only does this allow us to maximize the expertise and resources we have available, but it also enables a group of providers to identify patient needs and determine the best way to meet those in a coordinated fashion.

Working with partners clearly enables us to move forward and to do more for our patients than we could otherwise do on our own.

Here's a brief overview of some new partnerships that were formed in the past year:

**Regional Palliative Care** – Dr. Scott Murray joined representatives of Hospice Renfrew, Marianhill Hospice, Carefor Mackay palliative volunteers, Champlain Home and Community Care palliative case workers, Champlain Regional Palliative Consultation team, and the PRH Discharge Resource Nurses, Social Worker and Spiritual Care Coordinator for bi-weekly rounds which are designed to bring the right people together to discuss the palliative needs of our patients. Dr. Murray's involvement has added tremendous value as he supports palliative patients from hospital to home or hospice.



Dr. Scott Murray

**Transitions in Care Working Group** - PRH is working in partnership with retirement homes in Pembroke, Beachburg, Cobden and Pikwakanagan, along with the Champlain LHIN's Home and Community Care to strengthen and build safe practices to support patients returning or moving into retirement homes following their hospital stay.

**Transitions in Care Transportation Group** - Representatives of St. Francis Memorial Hospital, Renfrew Victoria Hospital, Deep River and District Hospital, Arnprior Health, Renfrew County Emergency Medical Services and the Champlain LHIN are working collaboratively to ensure the most appropriate method of transportation is used when patients need to go to Ottawa for specialized services. The group is working closely with patients and families to safely and efficiently arrange transportation when it is required.

**Community Stroke Program** - Renfrew County stroke survivors now benefit from an outpatient therapy program which offers a specialized team approach to stroke rehabilitation. The Community Stroke Rehabilitation (CSR) program is funded by the Champlain Local Health Integration Network's Home and Community Care, working in partnership with PRH. The program consists of care coordination, nursing, occupational therapy, physiotherapy, speech language therapy and social work and provides intensive, time-limited stroke rehabilitation targeting individual patient goals.

**Stroke Survivors Peer Support Group** - In partnership with Carefor Health and Community Services and the Champlain Regional Stroke Network, and based on Canadian Best Practice recommendations. This support group is open to stroke survivors, families and caregivers and provides the opportunity to share information and coping strategies as well as an opportunity to connect, talk and learn with others.

**Expanding the number of Safe Beds in Renfrew County** - In partnership with The Grind and Algonquin College, and with one-time specialized funding from the Champlain Local Health Integration Network (LHIN), Mental Health Services of Renfrew County (a program administered by PRH) provided \$100,000 to assist in renovations at The Grind Transition House where 24/7 supervised short-term accommodation will be available for individuals experiencing a mental health or addictions crisis. This initiative will provide structured and supportive surroundings to stay in while individuals are engaged in the recovery process.

**Enhanced Mental Health Crisis Response in Renfrew County** - In partnership with the Ontario Provincial Police (OPP), our Mental Health Services team is working to enhance the crisis response process for mental health calls. This includes expansion of the Mobile Crisis Team (MCT). For many individuals experiencing a mental health or addictions crisis, there are

often medical factors contributing to or adding to the issues. The addition of two Registered Nurses as part of the MCT will provide both direct assessment of medical needs and an element of consultation during crisis response.

The MCT will also be deployed to operate at PRH and Renfrew Victoria Hospital in response to people in mental health crisis attending the emergency departments. Assigning dedicated a dedicated MCT resource for these two sites could reduce the client wait time in the ED, increase the efficiency of the assessment process, and support the ED physicians with a consistent account of community resources options for follow-up care.

**Breast Biopsy Referral Partnership with Arnprior Regional Health** - In early 2018, PRH partnered with Arnprior Regional Health to help ensure that all patients requiring a breast biopsy receive the procedure within a targeted timeframe. As part of the new streamlined process, biopsy referrals are sent to Pembroke if wait times exceed the targeted wait times in Arnprior. This partnership has helped to increase the percentage of Ontario Breast Screening Program (OBSP) clients diagnosed within seven weeks of abnormal screenings for cases with a tissue biopsy and resulted in Cancer Care Ontario recognizing Arnprior Regional Health for meeting OBSP wait times.

**Education Partnerships** - PRH currently has 40 active affiliation agreements with universities and colleges throughout Ontario as well as a few from other provinces. This includes an active agreement with Algonquin College for both the Practical Nursing Program and the BScN Collaborative Program with Ottawa University, and a Memorandum of Understanding with the Department of National Defense for placements in the Military Clinical Readiness Program. Year-round we have over 300 trainees on site.

### Primary Care (Family Physician) Working Group

- In early 2018, representatives of the Pembroke Regional Hospital and four groups of primary care providers (West Champlain Family Health Team, Petawawa Centennial Family Health Centre, Whitewater Bromley Community Health Centre and the Family Medicine Teaching Unit in Pembroke) came together with a vision to work collaboratively in order to strengthen the primary care system in our area. Group membership has since expanded to include the Primary Care Physician Recruiter, primary care providers from Barry's Bay and soon to be joining, those from Deep River. The group meets regularly to:



Dr. Richard Johnson

- identify gaps and advocate for access to care close to home
- improve communication amongst primary care practitioners and between the hospital and primary care
- identify opportunities to further work together, such as quality improvement, sharing resources etc.
- coordinate recruitment efforts to attract physicians to the region
- identify common concerns and work collaboratively to address these

"I feel privileged to be part of this engaged group of primary care doctors, clinic administrators, and hospital executives as we work on improving primary care across our region. We all deserve primary care that is accessible, supported by allied health teams, and as close to home as possible." *Dr. Richard Johnson, Postgraduate Director for the Family Medicine Teaching Unit*

## PRH Is Excited To Work With Others In System-Wide Health Care Transformation

The Pembroke Regional Hospital is excited to be one of 15 health care agencies who have come together with a view to forming one of the province's first Ontario Health Teams.

Earlier this year, the provincial government announced the creation of Ontario Health Teams (OHT) after conducting a review of the existing delivery model. This revealed, among other things, that patients and families have difficulty navigating the healthcare system and are waiting too long for care.

The new Ontario Health Teams will be part of a coordinated healthcare system that ensures patients are cared for by a single group of providers without any gap in service. They will provide care based on the needs of their communities and provide patients, families and caregivers the help they need to navigate the public healthcare system when they need it.

The Upper Ottawa Valley Ontario Health Team (OHT), comprised of family physician groups, community and home care providers, long term care homes, mental health services, paramedic services, and PRH has submitted a readiness

assessment plan to the province for consideration. A patient advisor provided additional input on the plan prior to submission.

Since early April, the group has met weekly to develop a vision for the future, develop first-year goals and prepare the initial proposal.

Dr. Declan Rowan said the Upper Ottawa Valley Ontario Health Team will improve how patients receive care. "The vision of our OHT ensures that all persons in our catchment area receive the majority of their care from a team of family physicians who are supported in their practice by other health care professionals. This will give patients increased access to a full range of services including health education and social work. We will work hard to make it much easier for care to be accessed in all other sectors like hospital, home care, community care, long term care, mental health and addictions



Dr. Declan Rowan

and many more who support patients through their health care journey," Dr. Rowan said.

In its first year, the OHT is committed to addressing patients with the highest care needs such as those who have multiple health problems, or those who are frail or palliative, by ensuring that appropriate, coordinated resources are put in place for them. The OHT is also committed to helping those who don't have a family physician as well as those who may have one, but don't have access to broader services or resources for their care.

"Renfrew County has a long history of working together to improve county-wide services which will help make this a success," said PRH President and CEO Pierre Noel. "Those at the table are partners who want to participate and we are very fortunate to have such strong support from family physicians in our region."

Regardless of the outcome, the group plans to continue meeting to find ways to achieve some or all of the one-year commitments - resulting in better collaborative care for all patients.

## Professional Staff Recruitment Brings New Expertise To PRH...Continued From Page 1

The extent of this crisis has spurred us to review our response towards all facets of mental health. In an effort to meet the increased needs of our inpatients and those in community settings, we have recruited Dr. Valentine Okechukwu who joins us after practising in Ireland and brings a breadth of experience in adult psychiatry.



**Dr. Valentine Okechukwu**

Our hospital has also experienced increased demands in areas outside of mental health. For example, our emergency department visits continue to increase in volume and acuity. Though we strive to improve, wait times continue to pose a struggle. We have experienced significant success and continue to be a leader in responding to those patients who require hospital admission as well as those who suffer from critical illness. However, our most notable obstacle lies with wait times for those patients who suffer with less urgent problems. The senior leadership team and I look forward to problem-solving with our new Director of Emergency Medicine, Dr. Tatiana Jilkina who has transitioned into this leadership role after nine years of full-time emergency medicine practice in Pembroke. Together, we hope to develop effective strategies to mitigate wait times. When a wait is necessary, we endeavor to improve the experience with



**Dr. Tatiana Jilkina**

the addition of attentive and considerate patient service attendants.

We have also recruited a new physician leader in our hospitalist program. Dr. Declan Rowan currently practices family medicine in Petawawa but has agreed to lead our hospitalist program in addition to maintaining his clinical practice. In-hospital medicine is not new to Dr. Rowan, as he was formerly a member of both our hospitalist and Emergency Medicine departments. The entire hospital team wishes the best to Dr. Yubo Ren, who provided excellent guidance as lead hospitalist for the past 12 years and has returned to full time family practice in Ottawa.

The Diagnostic Imaging department continues to provide excellent support to our community and hospital-based health care team. Furthermore, they have been able to provide services in a very timely manner. For example, the average wait time for a low priority MRI in Pembroke in March 2019 was just 19 days. To keep up with demand, we will be welcoming Dr. Stephanie Kenny who comes to Pembroke with particular expertise in body imaging after completing her fellowship at Harvard University's Brigham & Women's Hospital in Boston. Her integration into the department will be overseen by the new Chief of Diagnostic Imaging, Dr. Abe Choi. As we welcome Dr. Choi to this role, we thank Dr. Fred Matzinger for his many years of leadership.

Throughout the past year, our orthopaedic program has continued to grow. We are proud that Dr. Malcolm Chang agreed to serve as our fourth orthopaedic surgeon, bringing with him 12 years of clinical experience, having previously practiced in a bustling orthopaedic program in Alberta. The bulk of our surgical program has remained stable

which has allowed us to focus on quality and safety. We've become a member hospital of the National Surgical Quality Improvement Program. This initiative is being led by Dr. Amanda Williamson, who has asked us to consider new methods of ensuring patient safety and that we adhere to accepted best practices. We've now established a formal procedure that will allow us to learn from the successes of many of our peer hospitals while we share data and successful strategies with them.

The rehabilitation, laboratory medicine, and internal medicine programs continue to display stability, however the latter will be a major focus for recruiting and expansion next year. Our laboratory medicine program did welcome a new Chief, Dr. David Colantonio.

An often-overlooked area of medicine is the specialty of anesthesia which saw the addition of Dr. Clarissa Segung this year. Dr. Segung will practice part-time in the operating room, while offering family medicine with the West Champlain Family Health Team. The department also welcomed Dr. James Brown who will practice in pain management three days per month, allowing Dr. Wen-Mei Pan to go part-time.



**Dr. Clarissa Segung**

As our hospital departments and programs continue to evolve, our team of professional and hospital staff remain committed to working together to provide high-quality, compassionate care to all those we serve.

## Quality Improvement Work At Pembroke Regional Hospital 2018/2019

Using the Lean Management System, 23 of our departments have daily stand-up meetings to discuss, initiate and implement quality improvements at PRH. Strategic goals for the hospital are identified annually and shared with the health care team. In 2018-2019 those goals were: Embracing patients and their families as partners in their care (Patient and Family Centred Care); Providing a safe environment for our patients and my co-workers (Culture of Safety); Using resources wisely (Improving the value per day, per visit); and Taking pride in the work that I do (Staff engagement).

**Our teams and departments have worked to support these goals. Here's a sample of some of the goal-oriented initiatives from the past year:**

*Goal: Patient and Family Centred Care*

### Acute Mental Health/Emergency Department/Mental Health Services

- Created a standard assessment tool for patients with mental health conditions and/or addictions for use at all Renfrew County hospitals. Work is also being done to develop a standard discharge tool for the same patient group.

### Food Services

- Introduced a revised patient menu based on patient feedback and will continue to adjust to work towards an improved patient experience.

### Surgical Program/Health Records

- All surgical patients now register upon arrival in the Emergency Department at PRH. This reduces errors in the process and makes it more efficient for patients and staff.

### Surgical Program

- Updated patient information materials and standardized education for those requiring breast surgery.

- Improved the Operating Room scheduling process. Patients now receive their surgery time by phone the day before their procedure to ensure accurate arrival times. This phone call is also a time for the patient to ask questions and ensure clear understanding of any instructions. Patients complete a health questionnaire when they call to determine if there is any reason why the procedure can't take place.

### Intensive Care Unit

- Introduced an electronic patient satisfaction survey for patients and families at discharge.

### Emergency Department

- A six-month trial of Patient Service Attendants

in the waiting room is taking place to assist with communications and provide comfort to those coming to the ED.

*Goal: Culture of Safety*

### Ambulatory Clinics, Diagnostic Imaging and Emergency Department

- Patients identified at registration now receive a fall risk self screening tool. This helps patients identify if they are at risk of falls and prompts staff to discuss this risk with them and recommend appropriate followup.

### Ambulatory Clinics

- All registered outpatients now wear an identification band to ensure the right tests and treatments are given to the right patient.



### Medical Program

- In partnership with families, developed and implemented a supportive behavioural care plan to better meet the needs of admitted patients who are diagnosed with dementia or delirium.

### Hospital wide

- A new process has been put in place to identify patients at risk of violence as a safety measure for both patients and staff.

*Goal: Improving the value per day, per visit*

### Diagnostic Imaging

- Improved the financial performance of the Ultrasound program by identifying efficiencies, improving patient flow and reducing wait times.

### Operating Room

- Decreased the overall number of same-day surgery cancellations by 30% and improved the process to fill those spots where cancellations have occurred.

### Surgical Program

- Using best practice guidelines, the number of patients who need to be seen in the Pre-Op Assessment Clinic prior to surgery was reduced by over 25%, resulting in less inconvenience for patients (time off work, parking fee, etc.), improved patient flow, and greater efficiency.

### Finance Department

- Improved the collection method for ambulance fees and updated the language on billing forms based on patient feedback to improve the payment process.

### Materials Management

- Standardized the inventory of frequently used office supplies and streamlined the order process.

*Goal: Staff Engagement*

### Rehabilitation (inpatient)

- Adjusted Unit Clerk hours so that coverage is provided during peak times for patient admissions to assist with admission process.

### Food Services

- Staff worked with the hospital's dietitian to gain a better understanding of therapeutic diets and how food choices impact patient care.

## Quality Improvement At PRH 2018/2019...Continued

Here are some of the department-based “quick fix” improvements that directly impact patient care which were implemented.

### Acute Mental Health

- Created a better process for labelling patient cell phone chargers and a designated charging station for all patient-owned electronic devices.
- Updated the admission and discharge checklists to ensure patients receive their education and information at the right time.
- Developed a sign-out process for Quiet Room resources.
- Developed a recovery booklet with input from patients to identify goals during their hospital stay and goals to continue to work on at discharge.

### Ambulatory Clinics

- Improved patient signage.
- Improved the patient seating layout to ensure confidentiality.
- Started monthly tests of bathroom call bells to ensure patient safety.
- Worked with Food Services to ensure that systemic therapy patients who require a lunch receive a meal that meets any dietary restrictions they may have.
- Worked with Pharmacy to improve the patient identification process and communication to ensure the right medications reach the right person.
- Installed emergency lighting in the patient bathroom.
- Ensured consistent coverage for the registration desk to reduce wait times for patients.

### Emergency Department

- Worked with DI to improve the followup process for non-admitted patients who require an x-ray following assessment in the ED.
- Ordered a personal amplifier to communicate with patients who have decreased hearing and do not have hearing aids.
- Started bringing completed comment cards to daily staff meetings so that they can be discussed and improvements can be identified.
- Updated patient information to include an overview of the role of the Geriatric Emergency Medicine Nurse so that they understand why they may receive a telephone assessment after visiting the Emergency Department.



Reviewing comment cards.

### Finance

- Improved the process for timely communication with patients regarding bills and payment options.

### Food Services

- Worked with nurses to ensure that inpatient meal trays are brought into the rooms in a timely fashion for patients on isolation precautions.
- Transitioned from the use of styrofoam containers to more environmentally friendly options.
- Installed a regular toaster in the kitchen for staff use for patients who would like toast at night.

### Maternal Child Care:

- Ensured we have enough scrubs for support person to wear in the operating room during c-sections.
- Created a standard process for completing the lactation consultant form to ensure those who want this public health service receive it.

### Medical

- Worked with our Spiritual Care Coordinator to set up a weekly activity with our medical patients, current this consists of weekly music sessions.
- Improved the care needs documentation process for our palliative care patients so the whole care team has access to the same information.



### Pharmacy

- Worked with the nurse educator to ensure there is an effective process for administration of the flu shot to patients who require it.
- Improved a number of processes throughout the hospital that involve identification and labelling of medications for enhanced patient safety.

### Rehabilitation (outpatient)

- Established a process that identifies high-priority patients (orthopaedics, stroke) for the weekend physiotherapist.
- Made improvements to patient education materials.

### Rehabilitation (inpatient)

- Therapy staff developed new processes to ensure patients receive optimal therapy time. Therapy staff and the discharge planner now meet daily to discuss patients and ensure there are no barriers to therapy.
- Patients receiving stroke rehabilitation therapy are identified on their chart and on the nursing whiteboard to indicate which patients need to be ready for their therapy first.

### Surgical Program

- Improved tracking system for equipment to ensure all equipment is returned to the unit and is ready for patients.
- Installed new chairs in the link corridor between Tower A and Tower B for patients / family members who want to have a quiet space outside of the busy surgical unit.
- Worked with the Emergency Department to create an Orthopaedics Fracture Checklist for patients who come to ED and need to be transferred to the Surgical Program. This ensures they are properly prepared prior to the transfer (x-ray completed, street clothes removed, pain medication administered prior to transfer, etc.). This has resulted in improved patient comfort and a more efficient treatment process.

### Vascular Health - Diabetes Education Clinic

- Improved access to the insulin fridge and the stocking process for our clients that require this.
- Reorganized the space to accommodate patient appointments and minimize interruptions.
- Updated patient education materials.

## PRH Embracing The Benefits That Change Brings...Continued from Front

From the outset, we viewed the accreditation process as a continuous quality improvement journey rather than from a standpoint of compliance. Instead of focusing on achieving an award, we focused on engaging with one another, relentlessly pursuing improvement opportunities, celebrating our successes and then looking for new improvement opportunities, and this approach clearly paid off.

PRH was awarded Exemplary Standing from Accreditation Canada, the highest rating possible which is awarded to organizations that go above and beyond the requirements and demonstrate excellence in patient care and quality improvement.

According to the final report, PRH met 99.2% of the nearly 1,800 standards and fully met all of the Required Organizational Practices - essential practices that must be in place in order to keep patients safe and minimize risks.

The report noted that the “Pembroke Regional Hospital staff are knowledgeable, professional and committed to providing high quality care to

their community. They have embraced quality improvement and the accreditation process as part of their ongoing quality journey to ensure patient and family-centred care is delivered in alignment with their strategic goals.”

We received an abundance of praise from Accreditation Canada for the people and the care we deliver here at PRH and while I’ve known for some time that our hospital is an exceptional place, this was real validation that it truly is.

Continuing on the theme of evolution, growth and expansion in health care, most recently, the hospital was thrilled to receive \$1,100,000 in new funding for three priority areas in mental health programming, supported by the Champlain Local Health Integration Network and part of the provincial and federal government’s commitment to invest in mental health services.

A total of \$1,050,000 will help fund the expansion of the Mobile Crisis Rapid Response Team to include registered nurses who will be able to assess patients during crisis response

calls. This funding will also allow the specialized teams to be deployed as supports in emergency departments both in Pembroke and Renfrew.

Additionally, this funding will help in the creation of additional “safe beds” or short-term accommodations for those experiencing a mental health or addictions crisis. Further details on both of these initiatives can be found in this report’s piece on partnerships.

The remaining \$50,000 will help support individuals in the local court system who would be better served by referrals to community mental health and addictions resources rather than facing the criminal justice system.

These are further examples of how, when working together from a system-wide perspective, those needing our care can receive this in a timely and coordinated way.

With these and other collaborative initiatives on the horizon, the future of health care in the Ottawa Valley continues to look bright.

## Pembroke Regional Hospital Auxiliary Exemplifies Spirit Of Giving Year After Year



**Diana Gagne**  
Auxiliary President

For nearly 60 years, the volunteer-based Pembroke Regional Hospital Auxiliary has actively raised funds to support our hospital; in particular those equipment needs or capital projects that are not funded by the province.

Not only have our members raised a significant amount of money for regional healthcare over the past six decades, but we've done so by providing a variety of services and amenities that benefit our patients, our visitors and our staff.

This past year was no different as we presented cheques totalling \$128,000 to PRH, all in payment towards our \$500,000 pledge in support of the hospital's orthopaedics program and inpatient surgical unit upgrades. We now have a balance owing of \$216,000.

Our year-round fundraising initiatives which contribute to these major donations include operation of the Sunshine Gift Shop and Mural Café, BINGO at Delta Bingo and Gaming, HELPP lottery ticket sales, the onsite ATM, and our TV rental program for patients.

The Sunshine Gift Shop, with its unique and attractive lines of merchandise, continues to be recognized as a retail gem in our community. Our seasonal fashion shows and associated gift shop sales are still a lucrative formula and while they are a lot of work for our volunteers,

they really do pay off - attracting both new and existing customers. Our next show will take place October 4th, at 1 p.m. at Our Lady of Lourdes church hall so save the date!

The Mural Café which operates 8 a.m. to 4 p.m. on weekdays and 11 a.m. to 3 p.m. on weekends is in need of additional volunteers, as are our BINGO shifts. If you're interested in joining our team call (613) 633-9827 or email [BDgagne7@cogeco.ca](mailto:BDgagne7@cogeco.ca).

As always, thank you to our many volunteers. Without them, it would be very difficult to achieve our goals in terms of supporting the hospital and making a difference while promoting quality health care in our community.

### 2018 / 2019 Executive

**Diana Gagne** (President), **Debbie Wegner** (1st Vice-President), **Pierre Noel** (Honorary President and CEO), **Helene Giroux** (Treasurer), **Harlene Buske** (Secretary), **Jane Kielman** (Membership), **Brenda Long** (Gift Shop Manager), **Donna Rielly** (Gift Shop Schedulers), **Diana Gagne**, **Pat Bennett**, **Pam Lavoie** (Mural Café Managers), **Betty Brisson** (Mural Café Scheduler), **Virginia Naylor** (Special Events Phoning), **Carmel Harrington** (Spiritual),  
Managers of Special Funds & Licencing:  
**Mary Olsheskie** (HELPP Tickets), **Larry TerMarsch** (Bingo), **Brenda Reid** (Bingo Scheduler)



From left, PRH President and CEO Pierre Noel, Auxiliary Treasurer Helene Giroux, Sunshine Gift Shop Manager Brenda Long and Auxiliary President Diana Gagne.



From left, Sunshine Gift Shop Manager Brenda Long, PRH Board Vice-Chair Sheila Clarke, and the Auxiliary's President Diana Gagne, Assistant Treasurer Beth Guimond and Treasurer Helene Giroux.

## Pembroke Regional Hospital's Senior Leadership Team



Pictured from left:

**Francois Lemaire**, Vice-President Patient Services - Acute Care and Chief Nursing Executive  
**Dr. Tom Hurley**, Chief of Staff  
**Sabine Mersmann**, Vice-President Patient Services - Seniors and Community Care  
**Pierre Noel**, President and CEO  
**John Wren**, Vice-President Finance and Corporate Services - Chief Financial Officer / Chief Information Officer

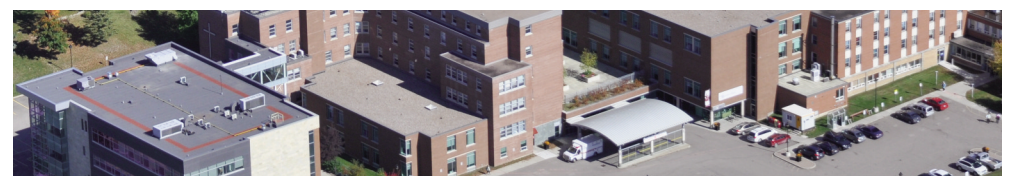
## PRH By The Numbers (April 1, 2018 to March 31, 2019)

Please note that the Pembroke Regional Hospital's full financial statement is available on our website [www.pembrokeregionalhospital.ca](http://www.pembrokeregionalhospital.ca).

### For 2018/19, The Number Of...

Staff (total) **768** Nurses (RNs and RPNs) **300**  
Active and Associate Physicians **64** Active and Associate Midwives **4**  
Auxiliary Members **140**  
Volunteers **86** Volunteer hours **4,063**  
Trainees throughout our organization **300+**

Admitted patients **7,060** Emergency Department visits **36,153**  
Ambulatory Clinic visits **19,339** Births **657** Surgeries **6,619**  
Diagnostic tests **72,334** (Includes **8,011 MRIs** and **12,322 CTs**)  
New and refilled prescriptions **130,008**  
Patient meals **105,120 meals & snacks (Avg. 96 inpatients / day)**.  
(In addition, our Dietary department prepares outpatient meals for the Emergency Department, Medical Daycare, Surgical Daycare etc. as well as providing cafeteria and catering food services.)  
Square feet cleaned and maintained **330,000**  
Incoming phone calls to the PRH **950,000+ (3,200/weekday)**  
Unique patient identifiers in the Hospital's database **268,520**



**Operating Revenue:**  
\$96,912,000

**Champlain LHIN and Ministry of Health funding**  
\$73,535,000

**Other patient care revenue**  
\$18,276,000

**Other revenue**  
\$5,101,000

**Operating Expenses:**  
\$96,216,000

**Salaries, benefits and Medical staff remuneration**  
\$67,223,000

**Supplies and other expenses**  
\$25,120,000

**Depreciation**  
\$3,873,000

### 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@prh.email](mailto:carolyn.levesque@prh.email)