

Community Connection

Annual Report To The Community 2012/2013



*Leading, Learning,
Caring For You*

Phone (613) 732-2811 Fax (613) 732-9986 Email pr@pemreghos.org
Website www.pembrokeregionalhospital.ca YouTube Channel: [pembrokeregionalhosp](https://www.youtube.com/channel/UCpembrokeregionalhosp)

Exciting Things Are Happening At PRH

It has been another positive and productive year at the Pembroke Regional Hospital and I'm happy to have this opportunity to share with you some of our successes as we reflect on the past twelve months.

In January of this year, we received some great news. Following the opening of four new state-of-the-art surgical suites in the Ottawa Valley Health and Wellness Centre two years ago, PRH is now approved for a capital project to improve our other surgical facilities located in Tower A, including significant upgrades to our central sterile reprocessing (CSR) area.



Pierre Noel
President and CEO

Receiving this early approval from the Ministry of Health and Long-Term Care allows us to proceed through the capital planning and approval stages for these upgrades with the certainty that they will be funded on a cost-shared basis with the province once the scope of the work is fully established.

It is anticipated that these upgrades will be completed in the next 24 to 36 months and will bring up to current standards our day surgery, inpatient surgical space and other areas which support the surgical program. These enhancements to our surgical facilities will not only improve the environment for our patients and staff but will also play an important role in helping us to bring additional services such as orthopedic and additional cancer surgeries closer to home.

Another imminent expansion of our services is the acquisition of an MRI and we are getting closer and closer to this goal.

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**Your
Hospital,
Caring For
You!**

Extraordinary Accomplishments During Year Of Transition Are A Source Of Pride For Hospital's Board Of Directors

With the recent National Volunteer Week visit of our Governor General, His Excellency the Right Honourable David Johnston, we are reminded of the generous spirit of the Ottawa Valley and all of our efforts to provide for a safe and healthy community. It truly does 'take a village'; and as we look back on this past year, your Hospital's Board of Directors is proud of the extraordinary accomplishments of the Pembroke Regional Hospital team and its healthcare partners and volunteers.

This year has been described as one of transition at every level of the Hospital organization.

After seven years of passionate commitment, Barb Schoof has retired as Board Chair. The Board of Directors is so very appreciative of her guidance and leadership throughout the years, and I am personally thankful that she remains part of our team as Past Chair with her insights and experience. Barb has played a substantial role in building our outstanding senior leadership group and a strong Board of Directors for the Hospital to sculpt a strategic vision that brings better quality care closer to home for our community. In her tenure, we have seen significant capital projects such as new maternity suites, state-of-the-art surgery facilities, and approval for MRI, as well as programs ranging from midwifery to chemotherapy introduced to our region. Barb's efforts have truly made a difference for our families and neighbours in these years — and for generations to come.



Kelly Hollihan
Board Chair

The autumn of 2012 brought the third edition of the Catholic Health Alliance of Canada's Health Ethics Guide with a reminder to our governors of our important role in fostering loving compassion, a healing relationship, respect, trust and dignity in our healthcare operation.

At the same time, the Catholic Health Corporation of Ontario embarked on their Sponsorship Renewal initiative to redesign their strategic priorities as a sponsor agency in our healthcare field. **Continued on page 3**



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.



A Message From The Chair



Robert Cotnam
Board Chair

The 2012/2013 fiscal year was a very busy time for the Pembroke Regional Hospital Foundation.

Our Executive Director, Nancy Warren, Donor Relations Coordinator Gregory Junop, and Fundraising and Development Assistant Jessica Bray worked tirelessly along with the Board of Directors, volunteer committees, and community members, helping to make the goals of the Foundation a reality.

The generosity of individual donors, organizations, and local businesses continues to humble us. Your support is advancing our local healthcare. It wasn't that long ago we had to travel to Ottawa for a CT scan or dialysis but your support changed that!

Soon, our combined efforts will bring an MRI to our regional hospital which will benefit many people across the valley. To date, we have raised nearly three million dollars but we have another \$1.5 million to go.

We are constantly working to make giving easier for our donors. One example of this is our new Monthly Giving Club. For as little as \$10 per month, it's a great way to support your local hospital, helping to bring **Comprehensive Health Care...Closer to Home.**

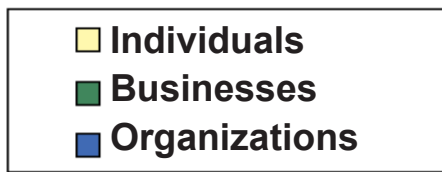
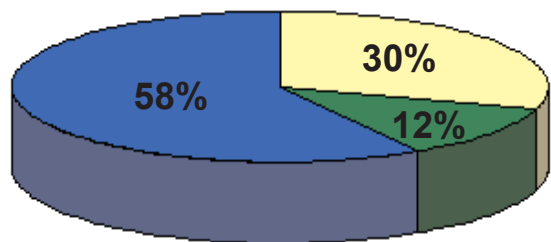
Often, it is the last leg of a campaign that takes the longest to complete, so I urge everyone to make a contribution. The sooner you do, the sooner we can get our MRI up and running.

MRI: Image Matters Campaign

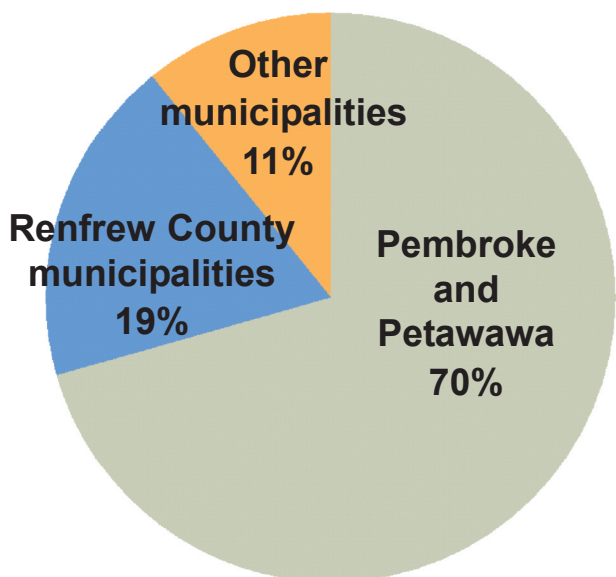
The MRI: Image Matters Campaign is close to the three million dollar mark and we thank all of the community organizations, businesses and individuals who have made contributions so far.

A special thank you to the Pembroke Regional Hospital staff, physicians and volunteers for leading the campaign support by collectively contributing over \$1.6 million to the MRI project to date.

Breakdown of MRI Donations Received



Number of Donations by Region



Throughout 2012-2013, the Pembroke Regional Hospital Foundation saw increased support from the municipalities within Renfrew County.

- 26%** Growth in the number of donations to the Foundation and its program
- 136%** Growth in the number of donations from the Township of Madawaska Valley
- 88%** Growth in the number of donations from Whitewater Township
- 73%** Growth in the number of donations from Deep River and Area

Third Party Events

Third Party events are organized and run completely independent of the Pembroke Regional Hospital Foundation. Proceeds are gifted to the Foundation to support the evolving and expanding healthcare needs in our community. Thank you to all the organizers and participants for your generous support:

- Algonquin College Bake Sale - **\$244**
- Cobden Civitan Golf Tournament - **\$3,000**
- PRH Cook Book Project - **\$4,200 and counting**
- Dr. Kim Armstrong Turkey Trot - **\$5,000**
- Eganville Northern Credit Union Raffle + corporate match - **\$4,350**
- Hell or High Water - **amount to be determined**
- Highview Public School Penny Drive - **\$116**
- Kinette Club's Basket Auction - **\$2,800**
- Knights of Columbus Golf Tournament - **\$32,000**
- McDonalds McHappy Day - **\$6,000**
- Petawawa Silver Threads Presentation - **\$247**
- Peter Doran Memorial Ride - **\$2,000**
- PRH Diagnostic Imaging Bake Sale - **\$1,600**
- PRH Finance Bake Sale - **\$1,500**
- Silpada Jewelry Party - **\$70**
- Shoppers Drug Mart Tree of Life - **amount to be determined**

Upcoming Events:

- Canadian Forces Dental Symposium - **June 11-12**
- Don McDonald Memorial Golf Tournament - **June 22**
- Deep River Northern Credit Union 13th Annual Golf Tournament - **August 8**
- PRH Staff Association Golf Tournament - **August 17**
- GearHeads Tour de Bonnechere - **August 18**
- Knights of Columbus Pat Harrington Golf Classic - **September 11**
- Dr. Kim Armstrong Turkey Trot - **October 12**
- Black and White Gala - **October 19**



Pembroke Legion Br. 72

\$10,000



Martin and Barbara Habraken

\$5,000

Knights in Shining Armour

As the Knights of Columbus continue to serve our community, the Pembroke Regional Hospital Foundation is extremely grateful for their partnership in advancing our regional health care. The local chapter has more than 370 dedicated members who take great pride in serving our community.

To date, the Knights have contributed over \$400,000 to our regional hospital affording Renfrew County residents the opportunity to access current medical services and technologies closer to home.

Their dedication and support is a testament to their deep-seated community values and we applaud their accomplishments and their unyielding commitment.

Every year the Knights host the Pat Harrington Golf Classic which generates funds for our hospital. On Sept. 11th, please join them at the Twin Rivers Golf Club for their 11th annual event supporting the MRI campaign.



There Are Many Ways To Donate:

Over the phone with your credit card • Online through prhfoundation.com • Donated shares through your broker for full market value • Bequest Giving • In-Memoriam or In-Celebration gifts • Join our *Healthcare Together*: Monthly Giving Club • Sponsor or attend the Annual Black & White Gala...

**New way to support our Hospital:
Pembroke Regional Hospital Foundation Lottery...Stay Tuned!**

Extraordinary Accomplishments Are A Source of Pride...Continued (From Front Page)

Additionally, the Ontario Hospital Association welcomed a new CEO and a new Board Chair who led their organization through a strategic planning process to revisit and redesign its priorities in supporting the work of healthcare leaders across the province. Our Hospital's senior leaders and Board participated in these exercises while attending conferences throughout the year to represent the needs of Pembroke and Renfrew County.

In the meantime, our own three-year Strategic Plan was winding down and the Board of Directors gathered to begin the process of shaping a plan for 2013-16. An Environmental Scan was reviewed at a workshop in September. This provided a comprehensive overview of key internal and external issues and trends that needed to be considered. We identified current and emerging priorities for our hospital corporation and these were shared with our key stakeholders in October for review and feedback. The stakeholder feedback – from our healthcare partners, Ministry officials, civic leaders, staff, sponsors, and patients — was brought forward to another retreat held in November. This led to the creation of our new strategic plan which can be found on our website along with a concise one-page summary of our Strategic Pillars and Enablers that guide the work we do and decisions we make daily in your Hospital as we strive to deliver the safest and highest quality of care to every person, every encounter, every day.

Already, we have seen this framework come to life with improved patient flow through Zone B in our Emergency Department and the beginnings of the LEAN Healthcare initiative. I look forward to hearing more success stories as these and other patient-based efforts build effective and efficient, quality teamwork in our healthy and safe work environment.

Our Board of Directors is a skills-based board, bringing a wealth of life experiences, education and training from public and private sector across our region to provide oversight, due diligence and

stewardship in the interests of our community. We are your neighbours, your friends, and your family — a volunteer Board committed to ensuring the right care, at the right time, the right way.

We also recognize that healthcare is complicated, and we rely on a range of resources in order to make informed decisions. Aside from the outstanding professional leadership team the Hospital offers, we have opportunity through thought-leaders in Accreditation Canada, the Ontario Hospital Association, our CHCO sponsors and the Catholic Hospital Association of Ontario to learn of the best practices currently employed in this sector. We model our Board, its committees and work-plans after these best practices; and we strive to learn and grow through continuous education.

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 250 of these professionals.

I am pleased to report that all current members of our Board have the Essentials Certificate in Health Care Governance delivered through the Governance Centre of Excellence of the OHA; and Pembroke will be hosting the Advanced Certificate in Health Care Governance in September this year.

In each monthly Board meeting, we dedicate time to Board Education sessions and often invite experts to provide further insights for our work. This year's sessions have included overviews of LEAN Healthcare, new investments within our Community Mental Health Services branch, our employee safety and wellness initiatives, our Hospital's role as part of the Trillium Gift of Life Network and what having an MRI will mean for our community and for our patients.

In addition, we learn so much through our representation at the Catholic Health Association of Ontario's Convention and Annual Meeting, Health Achieve hosted by the Ontario Hospital Association, the Champlain Local Health Integration Network's meetings of Board Chairs and CEOs, and strategic planning sessions hosted by the Catholic Health Corporation of Ontario.

For the coming year we are very happy to have one returning Board member, Romeo Levasseur, and one new Board member, Sheila Clarke, who will each serve a three-year term. Sheila replaces Joanne King, who has recently served as Vice-Chair of our Patient Care, Quality and Risk Management Committee. On behalf of the Board, I thank Joanne for her years of dedication to our Hospital and I extend a warm welcome to Sheila.

Forging ahead, there are many exciting initiatives and milestones on the horizon, one of the most important being our community's acquisition of an MRI.

Housing an MRI at the Pembroke Regional Hospital for the residents of Renfrew County will be a tremendous advancement in our diagnostic imaging capabilities and will allow for the expansion of some of our clinical programs and services for which MRI is a prerequisite.

Our Board is extremely proud of the efforts to date, not only to secure the technology and the talent required to operate an MRI, but also to all those who have worked tirelessly to financially support and fundraise the \$4.5 million required to bring this equipment home.

Earlier I spoke of our community's generosity and the required coming together of all of us to consistently meet the healthcare needs of our region, both for now and for the future. The MRI project is only one example of this but it speaks loudly to what we can all achieve when we work together for a common goal, knowing it is those in our community who will benefit at a time when the best possible care is required.

Exciting And Busy Year For The Pembroke Regional Hospital Auxiliary

It seems like only yesterday I took over the gavel from Anne Sloan and I find it hard to believe that a full two years has already passed.

Collectively we are making a significant contribution to the enhancement of local healthcare and I am honoured to be a part of this team. Each and every one of our 165 members (139 Regular Members, 17 Honourary & Life Members and 9 Provincial Life Members) is contributing to the overall success of the Pembroke Regional Hospital Auxiliary in his or her own special way. With gross sales in excess of \$372,000, it is clear we are doing business right!

We extend our sincere thanks to departing convenor Iris Ball who has done a superb job training and mentoring our student employees in the café, and to Vina Hearty who has taken a leave of absence from the H.E.L.P.P. lottery which had sales of \$8,000 this past year.

Fundraising has gone exceptionally well for the fiscal year 2012-2013 with a combined total donation of \$151,000 presented to the Pembroke Regional Hospital. This pushes us over the halfway point in our pledge of one million dollars to the MRI campaign!

Sales are soaring in both the Sunshine Gift Shop and Mural Café netting \$33,000 and \$46,000 respectively.

Kudos to Brenda Long and her team for taking the gift shop to a whole new level and earning it the reputation as the "best kept shopping secret in Pembroke". The huge success of their first one-day "Trunk Sale" in November was brought back by popular demand in March and with sales exceeding all expectations, their "Trunk Sales" will become annual events.

In October, a decision was made to double up

volunteers during the weekday shifts in order to accommodate the increased sales and to provide more assistance to shoppers. Training on the new cash register system took place for the shop's 60 regular volunteers and 22 students who are earning their required community hours.

Mary Banks and the café volunteers have done an excellent job of expanding the menu while supporting local businesses and making it an inviting place to come by expanding their seating area to the atrium corridor near Zone B. In addition they have noticed that the availability of PRH gift cards and the new payroll deduction option for employees have added greatly to their sales.

Bingo convenors Dorothy Devine and Carmel Harrington have had a very busy year as Bingo Country became Boardwalk Gaming with a brand new look and format. Charity volunteers are no longer responsible for selling cards or balancing money. Instead they now assist players who need help and promote their charities within the hall.

That being said, proceeds still came in at \$26,000 and our Bingo volunteers contributed a total of 904 hours. I would like to take this opportunity to thank Dorothy and Carmel for their many years of volunteering with this project. Since our first Bingo in 1994, nearly a million dollars has been raised!

The Annual Fall Tea, TV rentals, the Memorial Fund and the ATM machine rounded out our

fundraising activities.

We also had members attend the HAAO (Hospital Auxiliaries Association of Ontario) Convention in Toronto as well as the fall conference in Deep River and the spring conference in Ottawa. These are great educational and networking opportunities. In the spring of 2014, we will be hosting the Eastern Region Conference in Pembroke.

This has been an exciting and very busy year for the Auxiliary. I am always truly amazed at the dedication and willingness of our volunteers to go above and beyond what is asked of them. We are fortunate to have such a group on board and I look ahead with much enthusiasm. Thanks again to the executive, to the convenors and to all of our talented volunteers for without all of you none of this would be possible!

2012 / 2013 Executive

Mary Olsheski (President),
Anne Sloan (Past-President),
Pierre Noel (Honorary President),
Anne Sloan (1st Vice-President),
Susan Morrow (2nd Vice-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/Judy Johnston/Pat Bergsma
(Mural Café Operations),
Pam Lavoie (Mural Café Staffing),
Dolly Pick (Special Events Telephone),
Sr. St. Mark (Rita Mahoney) (Spiritual),
Carmel Harrington/Dorothy Devine
(Ways & Means/Fundraising),
Janet Campbell (Membership)



Mary Olsheski
Auxiliary President

Bingo convenors Dorothy Devine and Carmel Harrington have had a very busy year as Bingo Country became Boardwalk Gaming with a brand new look and

Exciting Things Are Happening At PRH...Continued (From Front Page)

An MRI is the imaging tool of choice in detecting joint injuries, tumors of the brain and spine, seizure disorders, multiple sclerosis and many forms of cancer and will be a key technology supporting a full service orthopedic program at PRH.

Thanks to the exceptional support from donors throughout our region, the Pembroke Regional Hospital Foundation is already at the \$3 million mark of their \$4.5 million fundraising campaign.

Internally, planning is well on its way for the space required to house the MRI, the tendering process for the equipment is nearly complete, and recruitment efforts for the specially trained staff required to operate the MRI are well in hand.



Diabetes management symposium.

Providing timely access to high quality care is very important to us.

For most people, the first point of contact with the hospital is through the emergency department and many of our patients have been pleased with the outcome of significant improvements made this past year to address wait times and overall hospital efficiency.

People with urgent conditions in need of critical care have always been treated very, very quickly in our Emergency Department, but we know it has been a bit of a struggle for people with relatively minor conditions who have been waiting longer than they would like because our doctors and nurses are concentrating their time and attention on the most critical ill patients first.

The changes in our ED, which are seamless from a patient perspective, have allowed for more rapid care for those with less urgent conditions in an expanded area of our department with additional physician and nursing resources.

Wait times have been reduced dramatically for non-urgent patients with many now in and out within an hour and a half.

In December 2012, our District Stroke Centre recognized the great work of our Code Stroke Team which, over the past year, has resulted in

dramatically reduced door-to-needle times for our patients.

Eligible acute stroke patients can be treated with tPA (a drug which breaks up the blood clot which is blocking blood flow to areas of the brain) within 4.5 hours of the onset of stroke symptoms.

Canadian Stroke Best Practices recommend that the target door-to-needle time be within 60 minutes. In the past year, our average time has dropped to 57 minutes – an accomplishment worth recognizing!

Our Community Mental Health Program continues to be recognized as a leader in the field and this past year has led the development of two new low-cost and easy to implement programs for clients and families dealing with mental health and addiction issues.

New funding in the amount of \$230,000 from the Champlain Local Health Integration Network (LHIN) allowed for creation of a hospital-based program which puts trained peer and family workers in support roles for those receiving care in the emergency and inpatient departments at area hospitals.

The second program, operated as part of the existing Mental Health Crisis Line, is designed as a “wellness check-in” for individuals who have been discharged from an inpatient unit for mental health or addiction issues.

The new service which received \$70,000 in funding provides follow-up phone calls to those who would like them within a week of hospital discharge in order to see how they are doing, and to ensure that they are following discharge plans and attending appointments.



Code Stroke Team members recognized.

In addition, clients can be linked with other community resources and services if necessary.

Another important program administered by the Pembroke Regional Hospital is the Renfrew County Diabetes Education Program which offers diabetes education services across nine outreach

sites and five hospital sites in Renfrew County.

This past year the program was involved in a number of successful ventures including the launch of a new toll free access line for diabetes services in Renfrew County, creation of an expanded exercise program for those living with or at risk for developing diabetes, and a diabetes management symposium attended by 95 healthcare providers which was hosted in partnership with the Canadian Diabetes Association and the Champlain Diabetes Regional Coordination Centre.

This spring, as part of another partnership and our commitment to providing optimal end-of-life



Organ and tissue donation display at the Pembroke Mall as part of awareness week.

care for all patients and their families, the Pembroke Regional Hospital joined the Trillium Gift of Life Network (TGLN) in working to save lives through organ and tissue donation.

As a partner in Ontario's Routine Notification program, our Hospital will now report every patient death to TGLN so that their specially trained staff can identify potential donors and approach families to get consent.

This program is being phased in with the initial reporting taking place in our Hospital's Emergency Department and Intensive Care Unit.

Looking ahead, I am confident that the partnerships we form with our healthcare partners, along with the continued development of innovative, local solutions will help us to continue to bring quality health care services closer to home.

Every member of our healthcare team is committed to excellence and each day we strive to improve our patients' experiences and health outcomes.

I am both proud and thankful for the many talented and dedicated people who make this happen.

PRH Adopts *Lean Thinking* To Improve Care Delivery

The recent addition of “Zone B” in the Pembroke Regional Hospital's Emergency Department has resulted in significant changes in the way patients are seen, as well as a reduction in wait times and improved patient satisfaction.

However, this streamlining of care is more than an improvement project, its part of a new way of thinking and daily improvement based on Lean methodologies first developed in the Japanese automotive industry. This approach is now being used in many fields including healthcare where Lean is improving patient flow and adding value to each patient's care experience.

“Lean healthcare is about maximizing value to patients,” said Hospital President and CEO Pierre Noel, who added that Lean healthcare is about looking at ways to consistently improve our processes, eliminating unnecessary steps and relying on the expertise of our frontline workers to find better, more efficient ways of doing things.

At PRH, the rollout of Lean has started in the Emergency Department where a Lean approach is helping to improve patient flow from the ED through to either discharge or to an inpatient bed.

“We have completed several sessions called ‘value stream mapping’ where staff have gathered to develop maps of how things currently flow, identify steps that add value to the patient and those that don't add value

(waste). Staff are now redesigning high impact processes, trialing improvements to prove that they work and then adopting them,” Mr. Noel said.

The Hospital has also entered into a six-month collaboration with the Queensway-Carleton Hospital, the Montfort Hospital and the Children's Hospital of Eastern Ontario to share ideas and help integrate Lean thinking into their respective cultures.



Staff take part in Value Stream Mapping.

“It is a fundamental shift in thinking that engages everyone in maximizing value to the patient and reducing wasteful steps that add no benefit or slow things down,” Mr. Noel said.

Already, Mr. Noel said the engagement of staff in the process is making a difference and generating enthusiasm. “The challenge for staff is that there are so many great ideas to improve things but you have to take one step at a time, make quick high-impact changes first and make sure that bigger process changes are well thought out and proven to be effective before being fully implemented,” Mr.

Noel said.

“The good news is that this is only the beginning. Lean is a journey not a destination and it has the promise of continuously improving the care we deliver to patients for weeks, months and years to come.”

Just Some Of The Achievements In The Past Year...

- In Infection Prevention and Control, developed electronic hand hygiene education for staff and presented a poster on the surveillance of antibiotic resistant organisms at CHICA (Community and Hospital Infection Control Association - Canada) conference.
- In Environmental Services, implemented an environmental monitoring program using DAZO Fluorescent Marking Gel Process to evaluate thoroughness of environmental cleaning.
- In our clinical programs, implemented a Senior Friendly Hospital Initiative and Home First Performance Improvement Project, and completed Safe Client Handling training for all clinical staff.
- In our Surgical program, contributed to improved wait times within the Champlain LHIN for colonoscopy screening.
- Introduced the Point-of-Sale system enabling visitors and employees to make purchases in the Lunch Box, the Mural Café and the Sunshine Gift Shop by gift card, debit card, credit card or employee payroll deduction.
- In Diagnostic Imaging, optimized the individual radiation doses per patient exam using the new CT scanner.
- In Community Mental Health, completed a client satisfaction survey and was involved in signing the Violence and Risk Threat Assessment Protocol with many community partners.
- In our Rehabilitation program, developed GRASP (Graded Repetitive Arm Supplementary Program) for stroke patients with upper extremity impairments. This program is taught by a physiotherapist but continued by patients and caregivers.
- Expanded our Telemedicine services to include pre-operative assessments, chiropody clinics, mental health consultations, teledermatology clinics and urology consults.

Public Presentations Available

Please contact our Public Affairs Coordinator by calling (613) 732-3675, ext. 6165, or emailing carolyn.levesque@pemreghos.org.

Senior Leadership Team



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



PRH Board of Directors 2012/2013

Front row, from left, Heather Ball (Vice-Chair), Margaret Smith, Wayne TerMarsch (Vice-Chair), Romeo Levasseur, and Mary Olsheski (Auxiliary President).

Back row, from left, Steve Hartmann, Robert Cotnam (Foundation Chair), Barbara Schoof (Past Chair), Dr. Michael Ferri (Chief of Staff), Christina Adams, Kelly Hollihan (Chair), Pierre Noel (President and CEO), Dr. Kevin Roach (GSIC), Mary Whelan (CHCO), Garry Yaraskavitch, and Francois Lemaire (CNE).

Missing from photo: Frank Christinck, Joanne King and Dr. Scott Graham (President of the Medical Staff).

Collaboration Of Medical Staff Yields Positive Results And Better Care For Patients

For those of us who have chosen a career in the medical field, our learning opportunities don't end when our opportunities to practice begin.

Diseases aren't stagnant and neither are the methods of care required to treat the diseases, illnesses and conditions we see today – they too must be fluid and ever-changing. I think for many of us, this is what makes our work challenging and exciting and entices those with an interest in medicine to follow in our footsteps.

As physicians practicing in all disciplines and specialties, we are always looking for ways to do more for our patients - to provide better treatment, to make them feel better faster, to ease their suffering sooner whether it be physical or psychological, and to be more efficient so that we can care for more patients in a shorter period of time, enabling others to wait less time for their care.

It's for these reasons, and others, that we conducted a thorough review of our surgical program this past year in order to help us pave the way for future expansion of the program and create opportunities to enhance the care we offer.

It has been nearly two-and-a-half years since we celebrated the opening of four new state-of-the-art surgical suites in the Ottawa Valley Health and Wellness Centre. While our surgeons, anesthesiologists and patients have enjoyed all the benefits these new suites have to offer, we have always been mindful that they were designed and built to allow for additional surgical capacity.

In order to expand our surgical programs and allow more of our patients to be treated closer to home, we knew that an extensive review of this kind would help us validate what we are doing right and identify some of the areas for improvement which would guide us in making changes where necessary, eliminating

inefficiencies and allowing us to expand the program as planned.

As those in our community may be aware, hand-in-hand with the acquisition of an MRI for our region, our Hospital is looking forward to starting an orthopaedic program (bones and joints) in the next few years. If the ORs can be used more efficiently by our existing surgical specialties (general, ENT, urology, dental, obstetrics/gynaecology, and ophthalmology) we will be able to look forward to a successful integration of orthopaedics and other exciting initiatives.

Following the recent completion of this review, recommendations have been made which are being shared with our MAC (Medical Advisory Committee) which consists of the Chiefs of departments who meet regularly to discuss quality and safety issues.

Going forward, we will be examining how to implement some of the recommended changes and improvements which have come forward.

Another area which underwent great change and scrutiny this past year was our emergency department.

While we recognize that efficiency is a hospital-wide problem, wait times for our low acuity patients in the emergency department (ED) were in much need of improvement, so we spent much time and energy on streamlining the process.

Part of this included the creation of "Zone B",

an expanded part of the ED with additional physician and nursing resources which see those patients with simpler, lower acuity issues after signing in and undergoing assessment by the triage nurse.

Within months of implementation, positive results were evident. In fact, for the first three months during which Zone B was operational (October, November and December, 2012), the average wait time in Zone B, based on approximately 4,400 patient visits, was one hour and 17 minutes.

I am happy to report that further work is being done, in collaboration with the Chiefs of the emergency department and family practice, the radiologists, the hospitalists, and the specialists in order to make the patient experience more pleasant and improve the process for our neighbours, friends and family members using this service.

I can also confirm that many of my physician colleagues and I are impressed with and support the Hospital's adoption of the patient-centred Lean philosophy which will, over time, make changes in the way we operate in order to improve our overall day-to-day delivery of care.

One important effect that the Lean approach has on everyone on the healthcare team, physicians included, is to remind us that we are here to serve others and that by working together, addressing challenges together and by initiating solutions together, our patients stand to benefit in many, many ways.

For the coming year I see exciting times for Pembroke Regional Hospital and despite many of the challenges that we continue to face, there are more opportunities for us to initiate change and work collaboratively to improve the way we care for and treat those who need us most.



Dr. Michael Ferri
Chief of Staff

Volunteer Services - Our Most Valuable And Treasured Resources Are Our People

As we reflect on another year of service by those in the Pembroke Regional Hospital's Volunteer department, we recognize that while our hospital relies on a wide array of resources to care for our patients 24 hours a day, seven days a week, its most valuable and treasured resources are its people.

In many cases, our volunteers are some of the first people our patients and visitors see when they enter the hospital. In this role they are the ambassadors, the greeters, the smiling faces that set the tone for whatever healthcare experience may be taking place. This past year, our team of 169 dedicated individuals collectively volunteered a total of 6,766 hours at the Pembroke Regional Hospital.

Two of those individuals, Debra Norwich and Christine Kranz, have provided more than five years of service because they enjoy the patient interaction they have each time they enter a room to deliver one or two glasses of water.

Known as the "Weekly Water Girls", Debra and Christine deliver water faithfully each Monday and when they don't, they are not only missed by staff but by the patients as well. "Just the thanks we get is reward enough – a smile for a tiny glass of water puts a smile on our faces and that's why we keep coming back," she said.

The 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 Shop operated by Community Mental Health Services. Through tasks such as



Debra Norwich, left, and Christine Kranz

magazine delivery, administrative prep work, office duties, pet therapy, grounds beautification, friendly visiting, water delivery and more, volunteers are essential to helping sustain the hospital.

Volunteers play an important part in the hospital's Pastoral Care Services as well. Pastoral Care volunteer visitors regularly meet with patients and provide them with information outlining the religious and spiritual opportunities provided for patients who would like this during their stay. Our volunteer Eucharistic Ministers distribute Holy Communion daily to any Roman Catholic patients who wish to receive it, while other arrangements are made for those wishing to have Communion in their own rite.

Twice annually, memorial services are held to celebrate the lives of those who died while in our care. Attendance at these memorial services by family members continues to be high which has necessitated the need to move the service to the beautiful chapel at the Marguerite Centre.

And as has been indicated in cards and letters of appreciation from those who attended, these services continue to have meaning and value as a means for finding some measure of closure following the loss of a loved one.

The work of all of our volunteers is celebrated annually when the hospital hosts an appreciation dinner and chapel service as well as a long service recognition program for those achieving certain milestones in terms of years of service. The Pembroke Regional Hospital is extremely proud of its volunteers and looks forward to continued dedication from this valuable component of its healthcare team.

Quality Improvement Is A Priority

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 the 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.

The members of our Board and Quality Committee work closely with our Senior Leadership Team 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.

The Ontario Health Quality Council has requested that hospitals select and report on some of the core indicators to support province-wide comparability where possible. Not all indicators apply to all hospitals. Some of the indicators our report highlights include the use of the surgical safety checklist, hand hygiene compliance, emergency department wait time reductions, patient satisfaction and C-Difficile rates.

Some of the reported quality improvements made in 2012-2013:

- Successful in achieving a lower C-Difficile rate than the 2012/2013 target.

This has been achieved by increasing housekeeping hours in high-risk medical areas and implementing an objective housekeeping audit system with regular reports. The Hospital also introduced a variety of processes to reduce the sharing of equipment between patients and an early identification system for possible transmission of C-Difficile.

- Hand hygiene compliance rates increased by 40%.

This has been accomplished through e-learning opportunities, audit reports, safety huddles, and staff meetings. In addition, Infection Control Practitioners are now available to hospital staff and physicians seven days per week and the hospital switched to the use of an alcohol foam-based hand rub and installed more dispensers.

- Musculoskeletal injuries among staff have decreased by 50%.

This has been achieved through implementation of an MSD program for safe client handling and incorporating teaching into the staff orientation program. MSD champions have been identified and educated on all clinical units and a working group has been developed. New equipment has been trialed as part of a pilot project which is now guiding the purchase and utilization of equipment on all clinical units.

- Our ALC (alternate level of care) rate for those awaiting long-term care beds is 11% and well below our target as well as the target established for the Chaplain LHIN (Local Health Integration Network).

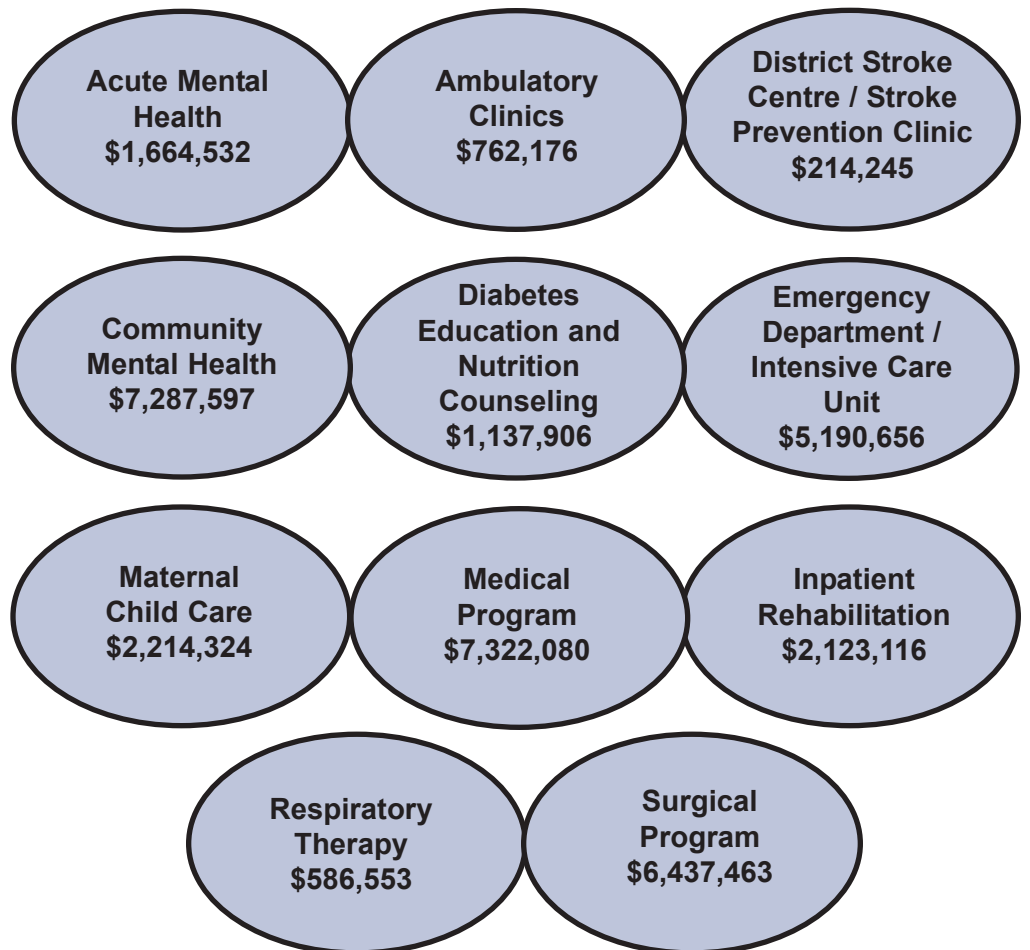
This has been accomplished through successful implementation of the Home First program and by working closely with the Community Care Access Centre (CCAC). The "Home First" process for those who may be destined for long-term care has been fully embedded into our discharge planning processes on all clinical units.

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: \$80,956,357

Our total budget includes funding for the following clinical programs. Each amount includes funding for salaries/wages, supplies and equipment.



In a Year, The Number Of...

- Nurses **323** Allied Healthcare Professionals **84**
- Administrative and Support Staff **337** Active / Associate Physicians **50**
- Volunteers **120** Auxiliary Members **212** Volunteer hours **6,909**
- Trainees throughout our organization **Over 300**
- Admitted patients **5,290** Emergency Department visits **31,458**
- Ambulatory Clinic visits **29,243** Births **750** Surgeries **6,135**
- Diagnostic tests **201,619** Lab procedures **1,223,999**
- Filled prescriptions **127,229**
- Patient meals **130,000** meals + **130,000** snacks
- Laundry pounds processed **950,000**
- Square feet cleaned and maintained **330,000**
- Incoming phone calls to the PRH **910,000+** (Average of **3,500/weekday**)
- Unique patient identifiers in the Hospital's database **238,840**