

Community Connection

Pembroke Regional Hospital Spring 2016 Edition



Leading, Learning,
Caring For You

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Pembroke Regional Hospital Facing Tight Financial Times

For the first time ever, the Pembroke Regional Hospital has submitted a budget with a projected deficit for the fiscal year beginning April 1, 2016.

Earlier this year, the hospital's Board of Directors approved the submission of a deficit budget to the Champlain Local Health Integration Network (LHIN) for the fiscal year 2016/17 with a projected shortfall in the order of \$400,000, which represents less than half a percent of the organization's \$83 million annual operating budget. With costs increasing next year by \$1.6 million, the hospital anticipates finding \$1.2 million in additional savings and new revenues, leaving a \$400,000 gap.

"We are a very efficient hospital," said PRH President and CEO Pierre Noel. "We have been recognized in the past for our efficiency, for appropriately serving the patients in our area and for maintaining a balanced budget."

However, he said, "hospitals like ours have not received any inflationary increases for the past four years while absorbing increased costs for

labour, supplies and utilities and there is very little left now in terms of efficiency gains before looking at real service reductions"

Some relief appears to be in sight as the recently released provincial budget included a 1% increase to a portion of hospital budgets. "This should help close some of the gap for next year but won't fundamentally change the ongoing financial challenge of increasing costs without corresponding increases in revenues," Mr. Noel said.

The PRH is working very closely with the Champlain LHIN with a view to finding a way to balance the hospital's budget in the best way possible. "Until we have these discussions with the Champlain LHIN, it is too early to tell what may result from this funding pressure" he said.

Senior Vice-President of Finance and Corporate Services, John Wren, said that in the four years of the funding freeze, the hospital had to find \$4 million in efficiencies in an effort to offset the inflationary pressures.

Some of those savings were found through the use of process improvements using Lean methodologies as well as through a concerted effort to reduce the overall length of stay for medical patients so that the time patients spend in hospital is both efficient and effective.

Mr. Wren noted that the hospital's annual

budgeting process is an exhaustive one. "We work closely with our physicians and our staff on an ongoing basis and we meet regularly with our key stakeholders as part of our planning process in order to find the best way to address the financial challenges we face." In addition, he said, the hospital always ensures that advanced planning is in place so that any staffing reductions, if required, can be made through natural attrition.

"Pembroke Regional Hospital takes its responsibilities seriously in terms of providing comprehensive, high quality care to its broader community," Mr. Noel said. "We are striving to manage the needs of an aging population with complex health needs and the simple fact of the matter is that we need stable and sustainable funding to allow us to continue to do so."

In the meantime, Mr. Noel said that the hospital will continue its work on finding efficiencies to help close the funding gap and he said he hopes that addressing this budget crunch can be done with little or no impact on patient services to the community.



Pierre Noel



John Wren



Trillium Gift of Life Network

Pembroke Regional Hospital has been recognized for its dedication to Ontario's human organ transplant program.

During the second quarter of 2015/2016, our hospital had a 100 per cent rating for notifying the Trillium Gift of Life Network (TGLN) when someone died and there was a possibility to offer the option of donation to their family.

PRH is one of only nine hospitals out of 68 across Ontario to receive this recognition.

In addition, Dr. Kong Li, Chief of Internal Medicine and Critical Care at PRH has been recognized as a physician who fosters the culture of organ donation at PRH.

April is BeADonor Month in Ontario. Currently there are 1,662 people waiting for an organ transplant. At the same time only 28 per cent of people who live in Ontario have registered to be organ donors.

Are you a registered donor? Visit www.BeADonor.ca to learn more and to register as an organ and tissue donor.

TGLN is a not-for-profit agency of the Ontario government responsible for planning, promoting, coordinating and supporting organ and tissue donation for transplantation across Ontario and improving the system so that more lives can be saved.

beadonor.ca

PRH Recognized for Outstanding Leadership in Cardiovascular Care



From left, Dr. Thierry Mesana, OHI President and CEO, PRH President and CEO Pierre Noel, Heather Sherrard, OHI Vice-President Clinical Services, Sabine Mersmann, PRH Vice-President, Patient Services - Seniors and Community Care, PRH Chief of Staff Dr. Michael Ferri, and Francois Lemaire, PRH Vice-President Patient Services - Acute Care, Chief Nursing Executive.

Developed and powered by the Ottawa Heart Institute, the Get with the Guidelines initiative seeks to develop a regionalized approach for secondary prevention of cardiovascular disease (CVD) and according to evidence-based practice guidelines in patients admitted to hospitals across the region.

The Heart Institute recently announced the successful implementation of best practices in the treatment of Heart Failure and Acute Coronary Syndrome, and in Smoking Cessation by the Pembroke Regional Hospital and the Renfrew Victoria Hospital. Both hospitals were recognized for their leadership in providing all the essential medical, administrative, and health records support as well as submitting all data to the Canadian Institute for Health Information (CIHI) in order to capture vital information and share their learning. **Continued on Page 3**

Equipping Excellence

PEMBROKE REGIONAL HOSPITAL FOUNDATION

After the MRI

We succeed when we work together. Our community's efforts have yielded enormous gains for health care access: from our region's first MRI to our renowned Rehabilitation Unit or the serene Birthing Suites, CT, Dialysis and more. Our community should be proud of the Regional Health Care hub we are molding.

Moving forward, as we continue to build upon the state-of-the-art services offered at our regional Hospital, we need to upgrade and replace equipment across many departments. Be it in the Intensive Care Unit, Emergency Department, operating rooms etc, new and upgraded equipment is a pressing need. In order to fill the gap between government funding and the health care needs of our local families, continued community support is essential.

2016 Board Members Give



From left, PRHF Board members Kelly Hollihan, Barbara Schoof, Marie DeNoble Evans, James Hooper (winner), Frances Lemke, Dave Gen, and Eli Boucher.

Missing from the photo are: Dr. Sylvie Cantin, Kate Quinn, Pierre Noel and Brendan Mark.

The Pembroke Regional Hospital Foundation Board of Directors celebrated the conclusion of the Health & Home Lottery by giving away some incredible prizes. As lucky double-winner James Hooper said, "It pays to support local health care!!"

Hot on the heels of the lottery, the 4th Annual Valentine's Dance and Silent Auction presented by TD and Bistro 900 was a smash hit on a cold February night! Over 120 guests danced the night away raising over \$10,000 to purchase and upgrade equipment.

Equipping our hospital for success is our current goal and we invite you to join us on our health care philanthropy journey.

Our **Monthly Giving Club** is just one way you can support your hospital for as little as \$5 per month.

Patient Stories

"I awoke with a terrible burning (sensation) in my hands and feet; they really hurt. We tried everything but when nothing helped the pain, we headed to the emergency department at PRH. I saw a couple of doctors, had a chest x-ray and blood taken (yuck)."



Kyle Eason

"The x-ray showed that I had pneumonia and my pain was a post viral arthralgia (joint pain)."

"The doctors suggested warm water soaks and that really helped me. I also had to take some bad-tasting antibiotics but the good part was that I got to miss school; unfortunately I also had to miss hockey. I was so happy when the burning finally stopped. Two thumbs up to the great doctors and nurses who figured out my problem and thanks for calling when I was back home."

Health & Home Lottery



Thank you to the local businesses and individuals who contributed to the wealth of prizes for our second lottery and thank you to everyone who purchased tickets!

Congratulations to our 9 lucky winners:

Lorraine Finn - \$5,555.55 Early Bird Draw, James Hooper - \$25,000, Marie Boell - Home Renovation Pkg., Lucille Charron - Backyard Leisure Pkg., Glenn Casey - Home Furnishing Pkg., Sherry Lang - Fill the Fridge Pkg., May Seto - Home Appliance Pkg., James Hooper - Man Cave Pkg., Helen Thrasher - Games Room Pkg. and Lois Moss - Home Landscaping Pkg.

4th Annual Valentine's Dance & Silent Auction



Thank you to our fabulous committee! From left, Stephanie Smith, Jennifer Neadow, Aileen Leblanc, Brian Gillespie, Sarah Neadow (Co-Chair), Claire Sanderson, Kate Campbell, and Eli Boucher (Chair).



appreciative and moved by the exceptional care she received at PRH that he wanted to give back. While Herbert passed away on March 30th 2015, their family's legacy will live on through their generous gift.

A Giving Legacy

To help ensure others receive the same compassionate care his late wife Doris received, Hebert Stoodley donated a portion of his estate to the PRH Foundation.

Herbert Desmond Stoodley was a proud veteran who served in the Second World War, and received the Queen's Citation in 1945. A member of the Pembroke Legion, he continued with the military as a civilian supply officer. Making his home on Esther Street in Pembroke, he lived with the love of his life, Doris, who worked at National Grocers for many years. When Doris passed away in 2013, Herbert was so

A Special Thank You
to all Attendees, Volunteers and Sponsors

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Together we are Advancing Regional Health Care!

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.
Signature: _____
Date: _____

2. Credit Card

MasterCard Visa
No.: _____
Expiration Date: _____
Signature: _____

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.cdnfp.org.

I have certain recourse rights if any debit does not comply with this 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.cdnfp.org.

Health Links Initiative Gaining Momentum In Renfrew County

A relatively new health care initiative is gaining momentum in Renfrew County as service providers work together to coordinate care for patients with complex needs.

Funded by the Champlain LHIN (Local Health Integration Network) and the Ministry of Health and Long-Term Care, Health Links are an innovative service delivery model focused on the five per cent of patients with the highest needs, often with multiple, complex conditions, and who account for two-thirds of Ontario's health care dollars.

Through better collaboration with providers of care, patients gain seamless access to the services they need through individual care plans and coordinated support from a tightly knit team that could include doctors, nurses, specialists, hospitals, home care, long-term care and community agencies. The goals of Health Links are to improve the health care experience for those with complex needs, reduce unnecessary visits to hospital emergency departments, reduce hospital admissions and decrease overall health care costs.

There are now three Health Links in Renfrew County administered by lead agencies – North Renfrew County (Pembroke Regional Hospital), South Renfrew (St. Francis Memorial Hospital) and Arnprior Region and Ottawa West (Arnprior Regional Health and Western Ottawa Community Resource Centre).

“People with many complex chronic medical problems often have to deal with other issues that affect their wellbeing including financial strains, social isolation, and housing insecurity,” said Dr. Declan Rowan of the Petawawa Centennial Family Health Centre.

“The benefit of Health Links is that it is there to support people with all these issues as well as the medical problems. This person-centred approach is a shift in the usual way of providing care but it is really needed. It means different groups are having to learn different ways to work together with the singular aim being to improve the lives and wellbeing of Health Links patients,” Dr. Rowan said.

On January 25th, Dr. Rowan was one of 60 people representing nearly 30 organizations from across the county who met for the first joint Board-to-Board governance engagement session. Held at the Makwa Centre at Pikwakanagan, and facilitated by Kelly Hollihan, Board Chair for Pembroke Regional Hospital, the purpose of the session was to introduce the diverse group of local leaders, which included those from community boards and senior leadership of health and social service providers, to Health Links.

The gathering was a pan-Renfrew County event because many providers serve the entire county and interact with all three Health Links.

Participants from the full-day session heard from Julia Huckle, Project Manager of the South Renfrew Health Link who gave a joint update on the Renfrew County initiatives. In an overview, she explained that there are currently 132 patients enrolled in the three Health Links. Of those, 75% have more than four medical conditions plus other concerns (socio-economic factors, caregiver strain, social isolation and safety).

Ms. Huckle detailed several patient stories to illustrate the variety of patients' health and social concerns including one who lives in a rural setting, has multiple health issues and a child who is both primary caregiver and also has significant health issues. Another patient she spoke of has a chronic illness, has had multiple visits to the local emergency department and has multiple challenges managing at home due to physical health needs. In that instance the patient's spouse and adult children are coping poorly and are extremely scared regarding the future, compounded by financial concerns.

She noted that in each situation Health Link Care Coordinators have worked creatively and collaboratively with existing service providers to help patients meet their goals.

They also heard from Eric Hanna, President and CEO of Arnprior Regional Health who spoke about the need for boards to make Health Links a matter of strategic importance, recognizing that change has become a constant in the health care sector and it is in the best interest of all boards to look at their role as part of the whole system.

“The day provided a great opportunity for boards of multiple organizations to hear about the progress of Health Links in our region,” said Chris Ferguson, Vice-President of Patient Care Services at Renfrew Victoria Hospital, adding that a highlight of the event was hearing many patient success stories – a clear sign that Health Links are headed in the right direction.

Participants were then guided through two work sessions where they were asked to consider potential roles that boards could play in promoting the work of Health Links. There was excitement to bring back ideas of systems integration and systems redesign to individual organizations.

“If we are to address the needs of this specific population we need to look at different models of care coordination, identify the gaps in the system and find new ways to support patients” said Sabine Mersmann, Vice-President of Patient Services – Seniors and Community Care at Pembroke Regional Hospital. Ms. Mersmann said that if each service organization can make Health Link a priority and there is broad-based support from all levels of governance, it will allow for work to be done which will ultimately benefit not only the patients but the system as well.



Local Family Donates Comfort Kits For Chemotherapy Patients



Melissa Jarvis, left and her daughters Quinn, 6 and Shaye, 2, recently donated 25 home-made comfort kits for the hospital's chemotherapy patients. The kits which were sponsored by 18 different people in honour of, and in memory of loved ones, were accepted by Registered Nurse Susan Laderoute (Melissa's aunt), Ambulatory Clinics Manager Martin Burger, and Registered Nurse Valerie Schreder.

Packaged in an open cloth tote with a handle, the kits include bottled water, lip balm, hand lotion, hard candies, hand sanitizer, an activity book and cloth covers for the patient's Peripherally Inserted Central Catheter (PICC) made by Melissa's mom Connie Olmstead.

Melissa was inspired to make the kits after losing both her grandmother and a close friend to cancer.

PRH Recognized for Cardiovascular Care

Through this program, the Heart Institute supports regional hospitals by:

- providing the required educational material and support to physicians and hospital staff, including health records;
- providing a comprehensive implementation toolkit;
- providing website access to site team members which includes a scorecard of partners progress;
- monitoring tool usage; and ensuring that the tools are properly completed
- Using the CIHI discharge abstract database to identify quality assurance issues locally and regionally and a quality improvement plan developed with each hospital to ensure regional two and five year targets are reached.

“Over this entire process, Pembroke Regional Hospital and Renfrew Victoria Hospital have shown tremendous leadership and commitment in ensuring the implementation of a solid approach that will empower patients to be more involved with the care they receive,” said Dr. Thierry Mesana, President and CEO of the Heart Institute.

Pembroke Regional Hospital President and CEO Pierre Noel said efforts to reduce readmission rates have long been a priority and being part of this initiative has resulted in positive outcomes which ultimately benefit the patients.

“Significant effort has been put forward to ensure our patients are going home with the correct information, the right education, and helpful information to share with their care providers. Having this tool available which standardizes the care and instruction being given at a patient's time of discharge is making a big difference in their health outcomes once they are back at home,” Mr. Noel said.

“On behalf of patients, staff and physicians of Renfrew Victoria Hospital, I would like to thank the Ottawa Heart Institute for the services they continue to offer to our catchment area and the entire region. For our cardiac patients, we are well served by the clinicians of the OHI,” said Randy Penney, RVH CEO and President.

The University of Ottawa Heart Institute is the only independent provider of specialized cardiovascular care for the Champlain Local Health Integration Network, home to over 1.2 million people, and serves more than 40 referral hospitals throughout the province.

Cancer Care at the Pembroke Regional Hospital: The Patient Journey...Part One

Cancer touches many lives. In Canada alone, an estimated 539 people are diagnosed with cancer each day and it is estimated that two in five Canadians will receive a cancer diagnosis at some point in their lives.

While there's still no cure, health sector advancements in prevention, screening, diagnosis, treatment, and supportive care are helping ease the burden caused by this disease and the Pembroke Regional Hospital is doing all it can to offer a broad range of cancer care services close to home.



Susan Laderoute

Registered Nurse Susan Laderoute who works in Systemic Therapy (chemotherapy) describes the journey her patients go through as an emotional one. "We see people at their worst and by the end of the first day of treatment they know our first names. We become good friends and in many cases we are able to share in their hope as they make plans for the rest of their lives beyond

cancer."

Now in its fifth year at PRH, the fully functioning satellite Systemic Therapy unit under the auspices of the Ottawa Regional Cancer Centre has just over 700 visits annually. The local unit treats all solid tumour cancers in new family-oriented space in the hospital's "D" tower.

In addition to the treatment itself, patient education is done locally, PICC (Peripherally Inserted Central Catheter) service is offered here as is the Chemotherapy Home Infusion Pump Program (CHIPP) for complex bowel cancer. Medical Daycare is available as a support to the unit for such procedures as blood and platelet transfusions, the PRH pharmacy prepares the drugs, a team of highly trained health care professionals are in place, and while patients are here they are under the care of medical oncologists from the Ottawa Regional Cancer Centre who all have privileges at PRH so the care is seamless.

"All our patients are thrilled to receive this care closer to home and the nursing staff here don't just administer the chemotherapy drugs, we care for the whole person," Mrs. Laderoute said. As in most Systemic Therapy units, the end of a treatment regime is marked by the ringing of a special bell. "It's an emotional moment when that happens," she said.

Extending beyond Systemic Therapy, the Pembroke Regional Hospital's involvement in cancer care is far reaching – with involvement in every aspect

of the patient journey from strategic planning and prevention through to palliative care.

Sabine Mersmann, Vice-President of Patient Services – Seniors and Community Care explains that PRH is one of nine partner hospitals who are part of the Ottawa Hospital Cancer Program, one of 14 regional cancer centres overseen by Cancer Care Ontario.

The purpose of the regional program is to ensure that care is delivered according to province-wide quality cancer standards and to provide care close to home when possible. As part of this, representatives from PRH participate in weekly rounds on the topics of gastrointestinal and breast cancers during which education presentations are made, current research and studies are looked at, regional data is reviewed and more. Tie-ins with the Regional Cancer Centre also mean that our hospital is part of a multi-disciplinary team of surgeons, pathologists, and oncologists who coordinate a standardized way of care.



Sabine Mersmann



In terms of screening, Dr. Fred Matzinger, Radiologist and Chief of Diagnostic Imaging, notes that PRH is an affiliate site for the accredited Ontario Breast Screening Program (OBSP) which saw a total of 2,560 exams in 2014/2015.

PRH is also an assessment centre for the workup of screen-detected abnormalities including breast ultrasound, MRI and breast needle biopsy.

In the area of colorectal cancer screening, colonoscopies are performed by surgeons at PRH and CT colonographies (virtual colonoscopies) are performed in the Diagnostic Imaging department for patients who are medically at high risk for colonoscopy or for those who have had an incomplete colonoscopy. In 2014/2015, a total of 2,019 colonoscopies and 276 colonographies took place.

And for cervical cancer screening during the same timeframe, 510 colposcopies were conducted for women who received positive Pap tests.

Part Two of this article, covering cancer Diagnosis, Treatment and End of Life Care at Pembroke Regional Hospital, will be published in our 2015/2016 Report to the Community which comes out in late June.

A Spotlight On...Our Physicians

Pembroke is blessed with a medical staff that is second to none, all with excellent training and a variety of world class backgrounds.

Dr. Michael Ferri, Chief of Staff

Physicians are a very important part of the health care team at PRH and while our patients may have plenty of interaction with them as part of their clinical care, there are many important and interesting aspects about their backgrounds and qualifications that you may not know.

All of our physicians, regardless of specialties, have attended medical school for four years of training. Most have attended one of six medical schools in Ontario or other schools in Canada. Some have received comparable training in the United States and around the world.

Foreign trained physicians undergo additional training and standardized testing in order to meet Canadian standards for medical practice.

While medical school is their common ground, the path each physician took to reach that point varies greatly said Dr. Michael Ferri, Chief of Staff. Most were accepted into medical school after completing four-year bachelor's degree or post-degree programs.

A few physicians started their medical careers in nursing or other health care professions, and some came to it via the military, but all possess some form of science background.

Once medical school is complete, physicians enter a residency training program for an

additional two to five years depending on the specialty they select with some physicians doing even more depending on their areas of interest.

For example, all of our specialists (otolaryngology, ophthalmology, general surgery, urology, psychiatry, obstetrics, internal medicine, physiatry and anaesthesia) require five years of training after medical school.

All of this additional training is facilitated through the medical schools and physically takes place in academic centres. Through our affiliation with the University of Ottawa, we have been training residents in family medicine for two-year intervals at our Family Medicine Teaching Unit since 2008.

We also host other medical students and residents for training in all specialties.

Most of our physicians are clinical lecturers and professors affiliated with the University of Ottawa's Faculty of Medicine. Others are certified instructors for courses such as Advanced Trauma



Dr. Michael Ferri

Life Support and Paediatric Resuscitation.

"I think what is impressive, when you look at our professional staff, is that we not only have a number of experienced physicians who started their practice 30 to 40 years ago and are still practicing, but we also have many new physicians coming to us with more focused training in specialty areas who are able to work well within the organization," Dr. Ferri said. "They benefit from the experience of their older colleagues and offer the benefits of their recent training."

And for physicians, he said, education is ongoing. "Both the Canadian College of Family Physicians and the Royal College of Physicians and Surgeons of Canada require maintenance of competence through a mandatory education program."

Dr. Ferri also noted that many physicians have chosen our hospital because it affords them a broad scope of practice and allows them to spend quality time with the patients they serve.

"I am hoping that our patients will recognize that the physicians we have here in the hospital in Pembroke are top-notch – the Canadian system of training medical professionals is world class and our doctors who have chosen to work here in our region are well trained," Dr. Ferri said.

Versions Françaises Disponibles

Veuillez communiquer avec Carolyn Levesque au (613) 732-3675, poste 6165, ou au pr@prh.email

Guest Speakers Available

Learn more about your hospital, its programs and services, or other health-related topics of interest. Guest speakers and presentations are available.

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