

EXPANSION

Construction Update

The Phase 1 Expansion Project is now 40 per cent complete after a year of construction, and on-target for early-2012 opening. In addition to the tremendous progress on the expansion, construction is expected to begin on Rotary Place, an own-funds project that will be home to Rotary House, the Family Medicine Teaching Unit and non-clinical RVH departments, in the summer of 2010 with completion slated for summer 2011.

Expansion Newsletter – the Exceptional Quest

An expansion newsletter was developed to keep staff, physicians and volunteers up-to-date on the Phase 1 Expansion Project's progress. The newsletter contains current photos of the construction as well as news about the project team, Frequently Asked Questions, fun facts, and important information about how construction will impact staff.

Hard Hat Café

During the winter of 2010, the Hard Hat Café was opened within the construction site to provide hot meals to construction workers creating an additional revenue source for Food and Nutrition Services. Prior to the Hard Hat Café opening, Food and Nutrition also conducted a daily barbecue during the summer of 2009 for construction workers, as well as hospital staff, physicians and volunteers.

Paint and Prose

This initiative invited Simcoe Muskoka school-age children to create a drawing depicting what RVH means to them, with an accompanying statement. The contest was executed in partnership with the *Barrie Advance* and Canadian Tire. Six winners, ranging in age from six to 15, were selected to receive bicycles from Canadian Tire and have their artwork reproduced for display on the hoarding surrounding the construction site.

RVH's Travelling Road Show

To ensure the community was kept informed about progress on RVH's Phase 1 Expansion Project, a travelling road show was developed. Written materials, a display, banners, handouts and a video of the expansion was displayed at the community booth at Georgian Mall in November 2009. Further outreach to community groups/service clubs will occur in Fall 2010.

New Equipment Purchases

The Pharmacy has purchased a Robotic Intravenous Automation (RIVA) Arm for the preparation of chemotherapy medications. This is the first RIVA arm to be purchased by a hospital in Canada and significantly reduces the risk of exposure to the hazardous drugs and repetitive stress injuries for pharmacy technicians. The Diagnostic Imaging department has purchased additional equipment including two MRIs, one CT Scanner, four digital mammography units, and one ultrasound machine. Three linear accelerators were also purchase through Cancer Care Ontario. These purchases will help DI manage the increased patient volume in the expanded hospital.

Total Laboratory Automation of the Core Laboratory

The laboratory has embarked on a “Total Laboratory Automation” (TLA) initiative as part of the Phase 1 Expansion Project. This automation was required in order for the laboratory to address the increased workload efficiently and effectively. The TLA project will reduce manual steps, thereby reducing potential errors. At present the laboratory handles a total of 1000 specimens/day of which some 650 are processed for hematology and chemistry tests. The total automated line will allow increased capacity for more than 3000 hematology and chemistry tests/day.

SAFETY

Surgical Safety Checklist

Surgeons at RVH now perform a more detailed series of safety steps prior to surgery, known as the Surgical Safety Check List. The team meticulously completes a detailed list of questions which involves reviewing the patient’s chart for medical history, making sure the appropriate monitoring equipment and all of the necessary supplies are ready and available. The Check List adds another layer of quality assurance to limit potential errors from occurring.

Patient Lifts

101 fixed, portable and floor patient lifts and additional tracks have been installed on inpatient units. This health and safety improvement project will assist staff when lifting patients and will reduce injuries to nursing staff.

Fetal Fibronectin Testing

The Laboratory and Obstetrics Department at RVH are now testing for fetal fibronectin (fFN), a lab indicator for women who require intervention during preterm labour. Identification of fFN will assist in achieving better outcomes by preventing preterm labour, reducing preterm labour admissions, reducing maternal transfer rates, and reducing maternal length of hospital stays.

Total Laboratory Solution for Histology

Recent developments in instrumentation technology, computer applications and workflow in Histology has made it possible to streamline the processing of surgical specimens, eliminating potential risk of errors. As a result, the Histology laboratory is one of only a few laboratories in Canada that will meet the recent recommendations for laboratories handling surgical specimen processing in an error-free and safe environment.

Daily Safety Briefings

Daily safety briefings have been implemented on all units to focus on imminent safety related issues that need to be addressed that day. Examples of topics covered in the briefings could include awareness of a patient who is at risk for wandering or a piece of equipment that is missing and needs to be replaced that day. This supports staff taking ownership of identifying and addressing safety issues for their patients that day.

Extended Patient Safety Education

The Quality and Risk Management Department has implemented several initiatives to increase awareness about patient safety. These include an annual safety fair, Grand Rounds on patient safety and a human factors booth at the Skills Expo.

Paediatric Unit Safety Measures

In August 2009, the Women & Children's Program had security doors installed at the entrance to the Paediatric and Birthing Unit areas. The doors enable staff to keep track of visitors, ensuring greater safety for children, newborns and their parents.

Medication Reconciliation Initiative

Medication reconciliation at admission, transfer and discharge has now been successfully implemented on two units. The initiative targets all patients admitted through the Emergency Department to utilize the Best Possible Medication History (BPMH) as the admission orders. A hospital-wide roll out is planned, but timelines have not been set.

Evacuation Route Development

As RVH progresses through the expansion, several evacuation routes and patient staging areas were taken out of operation with new temporary evacuation routes created to ensure patient safety. Staff receive education and training each time a new evacuation route is created or an old evacuation route is removed temporarily.

Code White Team

Due to increased violence and acuity among patients and visitors, Security Services implemented a Code White Team. The team attends all Code Whites to assist in securing the scene and isolating other patients and visitors in the area of the violence. This allows Security Officers to physically control the violent situation. Security has three certified instructors in Non-Violent Crisis Intervention and all security team members receive Non-Violent Crisis Intervention training and certification.

Hand Hygiene Compliance

In 2008, the Ministry of Health and Long Term Care mandated that the compliance of hand hygiene before and after patient care by combined healthcare professionals be annually reported. RVH was able to report that post-patient compliance of hand hygiene by combined health care professionals in fiscal year 2009/10 was 83.29 per cent.

Patient Safety Culture Survey

For the first time at RVH, a Patient Safety Culture Survey was offered, asking staff opinions and perceptions about safety issues at RVH. The information gathered from the 743 respondents is helping to shape future safety programs at the hospital.

COLLABORATION WITH LHIN & PARTNERS

Family Medical Teaching Unit

In July 2009, RVH welcomed five first year family medicine residents as part of our new partnership with the University of Toronto Department of Family and Community Medicine. While completing their two-year family medicine training at RVH and in the community, each resident will spend a great deal of time working alongside RVH staff, and will have a roster of up to 300 patients, providing relief to the region's family doctor shortage.

Integrated Regional Falls Program - NSM LHIN

RVH received funding through the NSM LHIN's Integrated Regional Falls Program (IRFP) to expand RVH's Falls Clinic. The IRFP links together acute care hospitals, primary care and community service organizations to provide services such as assessment, intervention and prevention education, to seniors age 65+ who have fallen or are at risk of falling.

Paediatric Obesity Clinic

The Women & Children's Program is taking a lead in preventing and managing chronic diseases in children with the addition of a Paediatric Obesity Clinic (POC), a partnership with North York General Hospital. As the lead agency for Paediatric Diabetes, Paediatric Asthma, and Neonatal Follow-Up in this LHIN, RVH's clinics promote, support, and model healthy living strategies for children.

Gynaecology Oncology at RVH

In December, 2009 Cancer Care Ontario selected RVH as the next location where Gynaecology Oncology will be developed. RVH will become the fourth cancer program in the GTA/905/705 region with this specialized service. As well, RVH will be the only Gynaecology Oncology site between Sunnybrook and Winnipeg.

Thoracic Diagnostic Assessment Program

The Thoracic Diagnostic Assessment Program (TDAP)/ Lung Intake Clinic (LIC) was developed to improve access to care for residents in North Simcoe Muskoka (NSM) with a suspicion of lung cancer. It is a collaborative partnership between the Simcoe Muskoka Regional Cancer Program and Toronto East General Hospital (TEGH). The goal is to streamline and improve access for patients who have clinical symptoms or diagnostic imaging suspicious of lung cancer. A visiting Toronto East General (TEGH) surgeon holds weekly on-site consultation clinics for patients with a suspicious or known lung cancer diagnosis. The patients have their imaging and diagnostic procedures performed locally. If surgery is required, the patient receives their thoracic surgery at Toronto East General Hospital.

Oncology Nurse Navigation Project

North Simcoe Muskoka was chosen to participate in a Cancer Care Ontario (CCO) Patient Navigation/Cancer Diagnostics Pilot Project. This one year pilot project is designed to make navigating the healthcare system during the diagnostic process easier for cancer patients. The Nurse Navigator is a resource patients can contact for support and information about next steps and outcomes. RVH's Candy Carnahan is one of seven nurse navigators in the province.

Diagnostic Assessment Program EPS Regional Readiness project

RVH was one of three sites chosen for the Diagnostic Assessment Program EPS Regional Readiness project. This is a joint initiative with Cancer Care Ontario (CCO), and the Canadian Cancer Society to develop the Diagnostic Assessment Program (DAP) – Electronic Pathway Solution (EPS) – a portal that offers patients, primary care providers, and diagnosticians with navigational and shared-care decision making tools. The focus is to improve the patient experience by integrating patient-centric information and support systems in an interactive diagnostic pathway.

Oncology Manpower Update

To address an increased volume of referrals to the Regional Cancer Program, new part time General Practitioners in Oncology (GPOs) have been hired to assist in the clinic. This will improve relations with family physicians while supporting the clinic and providing additional resources to patients in need of care. A second Radiation Oncologist has been added to the program, as well as the Thoracic Surgery Clinic (a diagnostic assessment clinic).

Flu Assessment Centre

In partnership with the County of Simcoe, the Barrie and Community Family Health Team, North Simcoe Muskoka Community Care Access Centre and the Simcoe Muskoka District Health Unit, RVH was instrumental in opening the Simcoe County Flu Assessment Centre in response to the increase of H1N1 cases. The flu assessment centre relieved pressure on the emergency department and walk in clinics. During two weeks of operation, the Flu Assessment Clinic provided care for nearly 300 people.

RVH Telemedicine Program and the de Souza Institute

The de Souza Institute, established by the Ministry of Health and Long Term Care in 2008, donated two telemedicine systems to the RVH Oncology Nursing Program. With the addition of these systems, RVH can now provide more educational opportunities, administrative meetings and patient consults. One system is stationary while the other is mobile for use in any meeting room.

Leadership Funding for Cancer Program

RVH received \$100,000 in funding to be allocated for physician leadership roles in cancer pathology and cancer imaging.

ALTERNATIVE WAYS TO DELIVER CARE

Patient Flow Project

Due to the dedicated efforts of staff throughout the hospital working in collaboration to improve patient flow, there has been a reduction in the wait times for patients in the Emergency Department. The wait for a bed for admitted patients in the ED has been reduced by 10 hours. Because there is still more work to be done to reach the MOHLTC Pay-for-Results targets, the Patient Flow Project is focusing on three major challenges:

- streamlining patient admissions from ED,
- achieving safe timely patient discharges
- implementing an electronic Bed Board.

Ten new patient flow teams have been established to accomplish over 180 tasks related to improving flow, including a new Discharge Checklist. The Estimated Date of Discharge is now being assigned to all med/surg patients within 24 hours of admission. This provides a target date for patient care teams to plan toward.

Nurse Practitioner (NP) Long Term Care Outreach Program

The Nurse Practitioner (NP) Long Term Care Outreach Program is a new initiative led by RVH, in partnership with Long Term Care facilities in Barrie. The NP acts as an extension of the Emergency Department, responding to acute care needs in LTC homes. Residents that require acute care assessments remain in their homes while the NP Outreach travels to their home to assess and intervene, preventing a visit to the Emergency Department in many cases.

Geriatric Services

The new Geriatric Service model at RVH includes 12 acute geriatric inpatient beds providing intense intervention for acutely ill elders. These patients are at risk of functional/medical decline, and/or frequent hospitalization, and/or placement in Long Term Care. Patient outcomes are excellent with 50 per cent discharged home with supports to safely function in the community.

RVH has received funding from the LHIN to open 10 additional beds for ALC patients who are awaiting Long Term Care.

Emergency Access Nurse

The Emergency Access Nurses (EANs) work in the Emergency Department with a specialty in Geriatric emergency medicine. Their role is to address health concerns of seniors and determine their best plan of care. RVH's EANs have made close connections with community agencies to divert admissions where patients can safely return to the community. If patients require admission, the EAN ensures they are placed in the right bed for their needs.

Surgical Step-down Unit

This unit, including three surgical step-down beds on 4SC, was created to provide the most appropriate care in the most fiscally responsible manner by aligning care with current best practices. Surgical patients can safely recover post-operatively avoiding admission to the resource-intense Critical Care Unit.

New Hospitalist Model

In August 2009, RVH launched a new model for Hospitalist care that includes 11 physicians. The hospital now has four Hospitalists attending to patient needs on-site Monday to Friday and two on weekends, improving continuity of care and overall access to care for in-patients without a family physician.

Rapid Assessment Zone

In January, the RAZ officially opened in RVH's Emergency Department. Up to 12 patients can be rapidly assessed, instantly seen by a physician and often treated immediately. RAZ is staffed by two nurses and a physician 11 a.m. – 7 p.m. daily and was rolled out of the LEAN initiative.

Obstetrical Triage

In 2009, the new six bay Obstetrical Triage Unit opened just outside of the Birthing Unit. Obstetrical Triage functions in a similar way to an Emergency Room Triage in that a rapid patient assessment starts the process. The purpose of the OB Triage Unit is to improve patient flow and resource utilization within the Birthing Unit while improving the birthing experience for the patient and her family.

Clinical Ethical Framework

A guideline for managing/facilitating our clinical ethical issues has been developed and is being implemented throughout the Women & Children's Program. While the development of this model is a best practice, it is also an Accreditation requirement. Our evidence-based document is a guide for all staff and physicians in the Women & Children's Program when confronted with a clinical ethical issue. The guide is designed to assist staff, patients, and families in discussion and practice dialogue. Examples of when this guideline might be used include stillbirth, neonatal death, neonatal DNR, very serious maternal/paternal psychosocial situations and newborn care.

New Cancer Outpatient Consult Clinic and Regional Referral Office

In October 2009, the Regional Cancer Program relocated the Regional Referral Office and New Patient Intake Consult Clinic to a temporary location at Quarry Ridge. When the original outpatient oncology clinic opened in RVH, it was intended to accommodate 8,000 visits per year. Due to overwhelming volumes, the abundance of patients in the current facility was significantly impacting patient flow. The new space provides a tranquil and welcoming environment where patients are consulted by medical and radiation oncologists, and treatment decisions are made.

Point of Care Glucose Testing

As of October 2009, all glucose meter testing is being performed by nursing staff throughout RVH. On average, 7000-8000 glucose meter determinations are performed throughout RVH in a year. This roll-out initiative has resulted in timely patient care at the bedside and the ability to maintain compliance with the ISO 15189 requirements laid out for laboratory testing by Ontario Laboratory Accreditation.

Consolidation of Paediatrics and Obstetrics

In 2009 the Women & Children's Program consolidated the Paediatric and Obstetrics departments into one area on the fourth floor. The change has resulted in greater cost efficiencies, both in financial and human resources.

High Risk Cardiac Rehabilitation Program

During RVH's Clinical Priorities exercise, the need for a High Risk Cardiac Rehabilitation Program was identified for patients within the Barrie area. In September, a part-time High Risk Cardiac Rehabilitation Program opened at RVH to support cardiac patients who have recently been discharged from RVH. The 12-week program is streamlined to meet the needs of the individual client, offering hospital and home based programs. The program includes a customized exercise plan, individual and classroom-based education sessions, medication adjustments and follow-up by a highly qualified inter-professional team.

WORKPLACE EXCELLENCE

RVH C.A.R.E.S. - Code of Conduct

In February RVH launched its Code of Conduct – RVH C.A.R.E.S. - a policy outlining how staff, volunteers, students, physicians and vendors are expected to treat colleagues and patients. The policy is based on five key values – Collaboration, Accountability, Respect and Compassion, Excellence and Safety as a Priority. The pledge will be signed / renewed annually.

Walk in My Shoes

This job-shadowing program, developed by Human Resources, has now taken place on three occasions since it began a year ago. On average, twenty-five people participate and shadow another employee for a four hour shift to gain a better understanding about the responsibilities and challenges of other departments and roles.

Project Compass

Project Compass was launched in November with the first outsourced payroll occurring November 27. The online employee and manager resource centre includes employee self serve ability and the human resource information system, which includes management reporting that provides our leaders with timely information.

Accessibility Plan and Customer Service Standard

RVH's Accessibility Committee has successfully implemented a corporate policy and related training module to meet the requirements of the Accessibility for Ontarians with Disabilities Act – Customer Service Standard (Ontario 429/07). The policy addresses aspects of customer service related to service animals, support persons, adaptive equipment, notification of temporary service disruptions, training for staff and volunteers, communication of the accessibility plan, and avenues for feedback.

Accreditation

Royal Victoria Hospital was awarded the highest level of accreditation possible from Accreditation Canada, something less than 30 per cent of Canadian hospitals are able to achieve. The accreditation is an external peer review process to assess and improve health care services based on nation-wide standards of excellence. RVH had a compliance rate of over 99 per cent, meeting all the criteria for the 25 required organizational practices as established by Accreditation Canada.

Enhanced Communications

RVH's internal newsletter, *The Royal Review*, was re-launched last fall with a new look and approach to content. The new Review still includes information about hospital news, but also includes a greater emphasis on staff through features such as 'Getting to Know You' and 'RVH On the Road Again'.

The RVH Foundation newsletter, *The Royal Victorian*, returned to production in March when 2,000 copies were sent out to donors throughout the region. The newsletter included an expansion update, a donor profile, a message from the Chair, and event photos.

Two RVH related stories and a full page advertisement were produced for “Perspective”, a publication of the Globe and Mail profiling Barrie, which was distributed in all Globe & Mail papers sold in Ontario and mail-dropped to select postal codes in the Barrie-area. Stories highlighted the RVH expansion, the Family Medicine Teaching Unit and the growth the hospital is experiencing, with the key messaging focused on recruitment and career opportunities at RVH.

In 2009, 248 news stories appeared in media outlets around the region, of which 85.5 per cent were proactively pitched to media. Of this media coverage, 84 per cent of stories were positive, 87.5 per cent included RVH key messages and 78.5 per cent quoted an RVH spokesperson. Thirty-one per cent of the stories were exact re-prints of RVH-issued news releases.

In order to better understand how internal communications most effectively reaches many staff, physicians and volunteers at RVH, the Corporate Communications department developed a comprehensive survey. The response rates for the survey were very positive with over 30 per cent staff completion. The results will allow the Communications team to better tailor their initiatives to reach greater numbers of staff.

Workforce Plan

In preparation for the recruitment needs associated with our current expansion, the Human Resources department had been developing The RVH Workforce Plan. The plan contains comprehensive information about our organization, our people, our direction and our workforce planning strategies. The document is a collaboration of efforts with comprehensive scans of internal and external pressures, and strategies shaped through stakeholder engagement and recommendation.

Physician Human Resources Plan

The Hospital and Medical Leadership team, including physician representatives and external consultants, have been developing a comprehensive Physician Human Resources plan. The planning for this began in mid –January and a draft plan is expected in summer 2010.

Workplace Safety and Insurance Board (WSIB) Workwell Health and Safety Audit

RVH passed the WSIB Workwell Audit, which includes a review of the occupational health and safety performance of RVH via the Workwell Health and Safety Audit. The two-phase process which took place in July 2009 and February 2010, involved a WSIB auditor touring RVH, examining our health and safety programs, observing our health and safety practices, and interviewing our workers. Our scores were 51.5 per cent, then 98.6 per cent respectively, representing an enormous overhauling of the RVH occupational health and safety program. The changes made will serve to continuously improve the quality of working conditions for our staff, ultimately leading to increased job satisfaction and employee retention.

United Way

For the 2009 RVH United Way campaign, RVH set our target at \$20,000 and due to the generosity of staff we well exceeded our goal ending our campaign with a grand total of \$25,000. As a result, RVH won the United Way of Greater Simcoe County’s *Outstanding Effort Award* and our campaign coordinator was chosen as one of the United Way of Simcoe County’s *50 Finest*.

Physician Recruitment

The Barrie Area Physician Recruitment team recruited 21 new physicians to the area in 2009. Seventeen of these doctors are specialists and four are new family physicians. In the first months of 2010, 11 doctors have been recruited.

Leadership Development

In 2009/10, RVH continued to invest in the development of its leaders. Thirty-nine staff and leaders participated in the Transformational Leadership Journey facilitated by Peter Dickens. Presentation topics included Workplace Wellness, Creating an Innovative Culture and Developing a New Manager Orientation Program. Additionally, over 80 leaders and staff attended an advanced leadership series facilitated by Brian Golden, Rotman Chair in Health Sector Strategy at The University of Toronto. Topics for the sessions included performance management, negotiations, coaching and change management.

Corporate Discount Program

RVH's Corporate Discount Program offers employees, physicians and volunteers the opportunity to obtain services and/or products at a discounted rate. Participating businesses receive marketing exposure with RVH employees, physicians and volunteers in exchange for offering reduced rates for services or products. This program is discretionary and non-funded.

FINANCIAL SUSTAINABILITY

Wait Times Project

The Emergency Department, in conjunction with Laboratory Services, embarked on a LEAN initiative to reduce wait times for ED patients. With the assistance of external expertise, RVH reviewed our current processes and examined how to reduce waste, redundancy, costs and improve efficiency. Twenty-three initiatives were identified as having room to reach greater efficiency.

Surgical Program Operational Review

Last fall, external consultants completed a comprehensive review of the Surgical Program suggesting recommendations in the areas of supply chain management, booking policies, and intra-operative case time reductions. To date, the main focus has been on pre & post operative patient flow and work continues in the other areas.

Absence Management

The Absence Management steering committee has been meeting quarterly since fall 2008 to analyze the effectiveness of relevant policies and procedures with respect to absence management. The steering committee promotes standard statistics/trending and is focused on increasing manager and staff awareness of the financial impact of individual sick time and the resources available to support absence management. A quarterly letter is sent to every staff member of the Hospital advising them of their sick time in relation to their departmental averages and delivered by their manager.

HEALTH PROMOTION & DISEASE PREVENTION

Your Health Matters!

As part of a successful grant submission from the North Simcoe Muskoka Regional Cancer Program to the GTA Cancer Prevention and Screening Network, the Your Health Matters program was implemented at Royal Victoria Hospital. The program began in March 2009 and will continue through September 2010. Your Health Matters provides staff with a personal cancer risk assessment and the tools to make informed decisions around healthy lifestyle choices through the evaluation of their current state, enhanced with funding for supportive programs and activities for staff.

House Calls

This weekly segment, running on the A News 6:00 p.m. broadcast features news anchor Lance Chilton and RVH experts discussing relevant health topics.

Living Well

The Barrie Examiner is providing one page of editorial space a month, free of charge. This section, "Living Well" typically includes a patient or staff focused health feature; a Did You Know box of interesting RVH facts; and an Expansion Update. The content for the page is created by RVH Corporate Communications.

Your Health Minute at Life 100.3

LIFE 100.3 FM has provided air time for six, one – minute radio public service announcements which feature RVH experts sharing a minute of health and wellness information. This demo is being used to secure advertising sponsorship to fund the feature.

Worklife Pulse Survey

The Worklife Pulse Survey was developed and distributed for staff in the fall of 2009. The intent of the survey, which received 574 responses, was to better understand how RVH can foster a healthy workplace for staff. The survey asked questions regarding what worked well, areas for improvement and initiatives that have been implemented. Improving the survey results will be a focus for RVH in the next year.

Information Communications

Network Refreshed

RVH's wired and wireless networks were refreshed, increasing bandwidth by a factor of ten for the wired network and upgrading wireless service throughout the building. The speed and coverage of wireless service has been increased and these network upgrades align the current hospital with technology being implemented with the expansion.

Bedside Entertainment System

The ICT department implemented a pay for service entertainment system for patients to use at their bedside. This system, which provided television, telephone and internet services for patients within one monitor, brings in revenues to off-set the operational costs of using the bedside computing system for clinical use.

New Long Distance Phone Plan

The ICT department negotiated a new long distance telephone services contract which reduced the per-minute charge on long distance calls by 60 per cent.

Awards and Recognition

Good News/Awards

Two staff members in the Regional Cancer Program presented at the Canadian Association of Nurses in Oncology in Montreal in October. Presentations included “Cancer Prevention: It Starts with You” an oral presentation by Carole Beals, and Tracey Keighley-Clarke presented a poster entitled “Building Better Cancer Facilities: A Role for Cancer Nurses”.

In September, a collaborative workshop presentation at the Canadian Association of Radiation Oncology in Quebec City featured a presentation by two leaders in the Cancer Program, Dr. Juhu Kamra and Tracey Keighley-Clarke. The 90- minute workshop entitled “A Tale of Two Cities: The Royal Victoria Hospital and the Odette Cancer Centre Experience in Remote Radiation Treatment Delivery (RTD)” shared the success of RVH’s Temporary Radiation Treatment Unit from concept to operation.

In April, the Corporate Communications team was honoured with a first place Hygeia Award at the Health Care Public Relations Association national conference for the Living Well publication. The team also received a third place honour in the Multimedia category for its Building on a Dream video.