

QUALITY

Quality Improvement Plan

As a requirement of the Excellent Care for All Act (ECFAA) RVH developed and posted its Quality Improvement Plan. The RVH plan includes targets for improving the safety, effectiveness, access and patient-centred approach to the care we provide with direct links to executive compensation.

Board and SLT Rounding

The RVH Board of Directors and Senior Leadership Team implemented regular “rounding” sessions with programs and departments throughout the health centre. This allows board members and senior executives to see first-hand the achievements at RVH, provide recognition to staff, physicians and volunteers.

Board of Directors Quality Committee

The RVH Board of Directors created a Quality Committee this year which is fully dedicated to issues and trends in the areas of quality and safety.

Accreditation Results

RVH received the final report from Accreditation Canada which stated RVH had achieved full Accreditation. To achieve this level of accreditation, RVH met more than 90 per cent of the high priority criteria set out by Accreditation Canada. In particular, RVH was recognized for two leading practices – Canada’s first Temporary Radiation Treatment Clinic and the Thoracic Intake Clinic – as well as its dedicated staff and outstanding volunteer program.

Laboratory Accreditation

The RVH Laboratory has been granted its four-year license in the Ontario Laboratory Accreditation process through the Ontario Medical Association’s Quality Management Program – Laboratory Services.

Automated Dispensing Units

As part of RVH’s new medication management system, automated dispensing cabinets were installed in the Emergency Department, ICU and OR. The cabinets are stocked with unit dose medications, narcotics and controlled medications specific to the care area while providing enhanced security and documentation associated with these medications.

Leader Rounding on Patients

Toward the end of 2011/12, leader rounding on patients was introduced at RVH. Leaders round daily on patients to hear concerns, offer an opportunity for feedback and ask the patient if there is staff they would like to recognize. Leaders then share that valuable information with their staff, as well as any recognition for the health care team as noted by the patient.

Post Discharge Care Calls

Building on RVH’s past decade of success with post care calls in the Day Surgery department, RVH expanded this practice to an additional six units in 2011/12. The calls provide an opportunity for staff to re-connect with patients to ensure they understood their discharge instructions, have filled their prescriptions and emphasize the importance of follow-up appointments as required, which improves patient outcomes.

Emergency Department (ED) follow-up calls

To ensure the safety of patients who leave the ED without being seen, follow-up phone calls were implemented. During these calls an RN asks if the patient received care elsewhere, asks about symptoms and provides options for returning to the ED.

Obstetrics and Ambulatory Care patient satisfaction survey

Obstetrics and Ambulatory Care began using a patient satisfaction survey specific to their populations which provides them a valid and reliable survey tool using comparator data. This is in addition to the surveying that is done with ED, medicine, surgery, inpatient mental health and ambulatory oncology patients.

Freedom of Information and Projection of Privacy Act (FIPPA)

On January 1, FIPPA came into effect for Ontario hospitals meaning that most electronic, audio and hard copy records are now eligible to the public via FIPPA requests. All information regarding FIPPA has been posted on the RVH website. In 2011/12, RVH received four FIPPA requests.

Broader Public Sector Accountability Act (BPSAA)

RVH maintains strict compliance with the BPSAA which ensures accountability and transparency among hospitals and Local Health Integration Networks. The act includes new procurement and expense claim rules, including the public posting of all senior leader expenses, and brings hospitals under FIPPA.

Executive Contract Disclosure

As a way to further support accountability and transparency, RVH has proactively and fully disclosed the contracts of its executive team. The contracts can be found in the Transparency and Accountability section of RVH's website.

Simcoe County Multi-disciplinary CBRN Incident Response Team

In June 2011, the Simcoe County Multi-disciplinary CBRN Incident Response Team was formed, including police, fire and EMS. The region will benefit from the team's ability to jointly respond to hazardous materials (CBRN -chemical, biological, radioactive and nuclear) incidents and more generally, from the team's ability to collaboratively plan and implement disaster response plans.

ICU Safety Checklists

ICU Safety Checklists were implemented for all ICU departments in the North Simcoe Muskoka LHIN to promote the use of "Safer Healthcare Now" best practices, which is a provincial quality improvement agency.

Improved Security for Obstetrics

A new infant security system was installed on the Obstetrics and Birthing Units to enhance safety. The system is equipped with monitoring tags and bracelets (placed on the infant) which activate alarms and lock doors on the units should the infant be taken outside of an identified area.

Patient Rights and Responsibilities

RVH launched its new Bill of Patient Rights and Responsibilities, known as Partners in C.A.R.E. (Collaboration, Accountability, Respect, Excellence and Quality Care) and Safety, which was revised as one of the expectations of the Excellent Care for All Act (2010). The policy was designed to promote a culture of mutual respect and cooperation among patients, their families and staff.

SERVICE

Family Medicine Teaching Unit (FMTU)

The second class of FMTU students are completing their final year in the two-year residency program and an additional nine students arrived at RVH to begin their first year of residency. The highly-successful FMTU is an invaluable partnership with the University of Toronto and further accelerates RVH's academic role.

Outpatient Oncology Early Palliative Care Clinics

The Simcoe Muskoka Regional Cancer Program, in partnership with the North Simcoe Palliative Care Network and community physicians, began providing early palliative care on an outpatient basis to patients. There is evidence suggesting early palliative care actually increases quality of life, decreases aggressive therapy at end of life and improves overall survival.

Regional Oncology Physician/Patient Appointments

The Simcoe Muskoka Regional Cancer Program undertook a physician/patient appointment initiative for patients in the Collingwood and Huntsville areas via the Ontario Telemedicine Network. This reduces travel time and expenses for patients, while still allowing for medical specialty consultation.

Chemotherapy Outreach Nurse Navigator

A Chemotherapy Outreach Nurse Navigator role began within the Simcoe Muskoka Regional Cancer Program. This role facilitates the delivery of chemotherapy to satellite clinics in the LHIN (i.e. Orillia Soldiers' Memorial Hospital). The role also supports providers giving care, as well as patients and their families receiving chemotherapy in health centres closer to their homes.

Emergency Department E-Triage Project

E-triage was fully implemented in the Emergency department (ED), allowing staff to identify flow issues in triage and allocate resources accordingly, improving the initial flow through the department. The benefits also include a safe, timely and streamlined process for patients, as well as improved access to records and communications for clinicians.

Community Care Access Centre in the RVH ED

CCAC Coordinators began working in the ED to complete a thorough assessment and coordinate patient services in the community, enabling patients to be appropriately cared for in their home environment.

Electronic Health Records

Electronic documentation has been implemented in the Surgery program in the operating rooms, endoscopy, and cystoscopy areas. It has also been implemented in the ED e-triage system. Utilizing an electronic format enables clinicians to ensure immediately accessible patient data in real time. It also promotes clear and accurate documentation that meets interprofessional clinical standards for patient care and safety.

GTA West DI Repository Project

The GTA West Diagnostic Imaging Repository (DI-r) was created to allow access to patient records for more efficient and effective patient care. It is a shared regional repository that provides clinicians with access to all patients' imaging results which can be reviewed via a web-based browser at any healthcare facility in the partnership.

Children's Development Services relocated

Children's Development Services relocated some Barrie-based services – including Simcoe County Preschool Speech and Language Program, Preschool Occupational Therapy, Simcoe County Autism Diagnostic Team, Augmentative Communication Services, and the Simcoe Muskoka Parry Sound Infant Hearing Program communication intervention services - to a new space in downtown Barrie.

Nurse Practitioner Outreach Program Update

The program, which began in 2010, involves two NPs visiting long-term care homes in the community to provide health care services to residents. This keeps seniors from visiting the ED for health concerns that can be addressed in their homes. In 2011/12, the program saw 1,324 patients.

Mental Health and Addiction Program

The Mental Health and Addiction Program began a major renovation of its outpatient and inpatient facilities at RVH. These changes enable RVH to accept 11 beds from Waypoint Mental Health Centre in 2012-2013. This will bring our inpatient capacity to 36, and will provide the capacity for an improved flow of patients from the Emergency department.

Surgical Program

During the last half of 2011/12, the Surgical program increased its outpatient procedures by 12 per cent compared to the same time period the year before. Specifically, six services were given the additional time (Dental, Ear Nose & Throat, General, Ophthalmology, Orthopedic, and Plastics). Overall, the main operating theatres increased total volume by 8 per cent for the last half of 2011/12 (compared to the same time period the year before).

Additional surgical capacity

The Surgery program opened the remaining 0.5 operating suite capacity to increase day-case volumes in the areas of dental, orthopedic, ophthalmology, plastics, ENT and general surgery, allowing for 60 more cases to be seen each month.

Hip and Femur Fracture Patient tracking system

The LHIN awarded funding to the Hip and Femur Fracture patient tracking system, an initiative that is being co-led by RVH with other LHIN hospitals. The purpose of the system is to align resources to expedite surgery for patients within the 48-hour pan-Canadian benchmark.

Endoscopic Stenting Service

RVH's Surgery program, in conjunction with the departments of general surgery and gastroenterology, expanded its service to offer increased access to patients requiring urgent and non-urgent endoscopy procedures including esophageal, colorectal and biliary stents. Due to this enhanced access, 122 additional cases were performed in 2011/12 with an expected 732 additional cases forecasted for 2012/13. Patients benefit from reduced wait times and care closer to home, since prior to the service expansion, most patients had to travel to the GTA for treatment.

Additional Endoscopy Suite

The Surgical program opened the newly renovated third endoscopy suite which had been recommended during the Operational Review. The room accommodates urgent endoscopies, stents, inpatient colonoscopies and endoscopic retrograde cholangio pancreatography (ERCP) for patients who would have otherwise been referred to another centre for these procedures.

Surgical procedure access improvements

RVH's Surgery program increased its operational hours for surgery. This increased access has reduced patient waits and supported surgeon recruitment in a transitional phase leading up to the addition of new operating suites in 2013. Since the access enhancement, approximately 448 additional procedures were performed in 2011/12.

NICU designation

RVH's Neonatal Intensive Care Unit (NICU) was evaluated by provincial experts and has received a Level 2C designation. This means that RVH's NICU is recognized for the care it provides to pregnant women and babies who require the highest level of care, just below requiring transfer to an academic centre.

Paediatric Asthma Clinic expands hours

The Paediatric Asthma Clinic in the Child/Youth Outpatient department expanded its hours to allow for improved patient service and flow through the clinic. The additional hours reduced the use of the ED for patient care and family support with children who are paediatric asthma patients.

Paediatric Complex Care Clinic opens

The Paediatric Complex Care Clinic in the Child/Youth Outpatient department opened in 2011/12 to provide service to medically fragile children who would have previously received care at Sick Kids in Toronto. The clinic which is a partnership with the North Simcoe Muskoka LHIN, Orillia Soldiers' Memorial Hospital, Sick Kids and RVH, runs one every week and is led by a physician from Sick Kids.

Cardiovascular Program

The cardiovascular program purchased new equipment to better serve its cardiac patients, including 16 new electrocardiogram (ECG) machines, new loop monitors and an ECG Data Management System. This system will enable physicians and staff to view ECG's online in the hospital or remotely.

Cardiac Care partnership

RVH has developed a memorandum of understanding with Southlake Regional Health Centre to develop Royal Victoria Regional Health Centre as the site for an advanced cardiac care program for enhanced services to residents on the NSM LHIN. The development of expanded cardiac care services at RVH will include a Stand Alone Percutaneous Coronary Intervention (PCI) centre. This will allow patients' access to primary PCI which is standard of care for heart attack patients.

Enhanced District Stroke Centre and Research at RVH

The Telestroke service, which uses telecommunication technology to link referring and consulting healthcare sites for real-time assessment and management of stroke patients, launched.

Senior Friendly Hospital Strategy

The Medicine program has led the implementation of a Senior Friendly Hospital Strategy to improve the health and well-being of seniors in hospital. Some of the initiatives implemented this year included clinical staff education that focuses on management of delirium and preventing functional decline, as well as an elder-friendly design for the new expansion.

Hospital Elder Life Program

Healthy Aging Services at RVH implemented the Hospital Elder Life Program (HELP) to enhance the care of elder patients while they are hospitalized. HELP is a volunteer initiative with a mission to prevent elderly patients from declining in both their physical and mental/cognitive abilities during their hospital stay.

Digital Mammography Units arrive

RVH's Women's Imaging program acquired four new digital mammography units to improve the quality of images, use less radiation and be more efficient, improving patient flow. These units produce exceptionally sharp digital images even in dense breast tissue.

FINANCE

Capital Budget

In 2011-12, RVH spent \$4.5M in ongoing IT infrastructure, facilities improvements, and medical and administrative equipment. These allocations were unrelated to the expansion project and were part of normal maintenance for the existing facility and associated infrastructure.

Reinvestment

RVH finished fiscal year 2011/12 in a surplus position of an additional \$1.1 million for re-investment. This is the second consecutive year RVH has achieved a surplus, after also seeing a surplus of \$800,000 in 2010-2011.

Due to the surplus, RVH was able to budget a contingency for reinvestment in initiatives that would support the mission, vision and values of the evolving regional health centre. The following are some of the major reinvestment initiatives that took place in 2011-2012.

- Wound Care/Enterostomal Nurse Program
- Communication System for New ED
- Enhanced Social Work Support for Surgery
- Med Reconciliation (Pharmacy)
- Additional Hours for Interventional Radiology
- Smoking Cessation Program
- Cancer Care Educator
- Paediatric Asthma Expansion

Operational Review

RVH received the results from the Operational Review in 2011 which made 29 recommendations aimed at maximizing the health centre's current capacity, pursuing strategies to improve patient flow, enhancing infection control practices, further improving efficiency, implementing new models of care and expanding services, particularly within surgical, rehab and mental health areas.

Funding Announcements

RVH was awarded the following new funding on 2011-2012.

- Post Construction Operating Plan (PCOP) funding – RVH received \$13.8 million in new base funding to expand services as part of the Phase 1 Expansion Project, including increasing patient visits and procedures, paying for additional facility costs, supporting staff recruitment and commissioning equipment
- Transitional funding – RVH received \$4.5 million in transitional funding to help ensure a smooth, safe transition to the Phase 1 Expansion Project, open 24 interim transitional beds, expand OR hours and retrofit existing space for new day surgery, and expand Geriatric Emergency and Nurse Practitioner coverage
- Health Based Allocation Methodology funding – while the provincial average increase was 1.5 per cent, RVH received 1.9 per cent or \$2.8 million
- ED wait times funding – RVH received \$1.3 million in funding for RVH's efforts to reduce ED wait times and then also \$338,000 in bonus funding for treating more ED patients within provincial targets during the last half of the previous fiscal year
- MRI funding in Imaging - Health Minister Deb Matthews visited RVH to announce an \$800,000 commitment to provide operational funding for a second MRI unit in the Phase 1 Expansion's new Imaging department

Central Ontario Healthcare Procurement Alliance (COHPA)

RVH successfully transitioned all procurement and payable processes to COHPA. The six-hospital member alliance leverages combined resources, best practices, technology and economies of scale to reduce costs and increase service levels.

PEOPLE

Board of Directors' Awards of Excellence

In March, the 2011 Board of Directors' Awards of Excellence were announced. Awards were given in four categories: Staff – Victoria Hutchinson (Clerk, 4SB) and Heather Stubbs (Coordinator, Security), Volunteer – Margaret Tervit, Manager/Director – Lois Hill (Simcoe Muskoka Regional Cancer Program), and Physician – Dr. Rick Irvin.

Staff education

More than \$164,657.93 was awarded to staff for education purposes (\$78,551.24 was awarded in May 2011, \$86,106.69 was awarded in Nov 2011) provided in educational trust fund endowments to staff in 2011/12.

OHA Quality Healthcare Workplace Award

RVH was awarded a Silver Level in the 2011 OHA Quality Healthcare Workplace Awards recognizing the commitment of RVH to supporting a healthy workplace for staff.

Ministry of Education honours

RVH received the Ministry of Education's 2011 "Passport to Prosperity Ontario Employer" designation for our involvement in developing and delivering meaningful career-related learning opportunities for high school students under the RVH Co-op Program.

Recruitment campaign

RVH launched its Human Resources recruitment campaign in June 2011. As of the half-way point, the campaign had yielded more than 1,200 candidates for approximately 140 positions, resulting in over 50 hires. RVH's first social media campaign for recruitment also began in the fall of 2011/12.

United Way Support

New this year to the RVH United Way employee campaign was the RVH United Way Direction to Continuous Annual Payroll Deduction Authorization. This year's United Way contributions totaled more than \$30,000.

Volunteer Opinion Survey

Thirty-nine Ontario hospitals participated in a Volunteer Opinion Survey with RVH receiving outstanding results. Ninety-nine per cent of RVH volunteers would recommend the health centre as a great place to volunteer. Ninety-five per cent rated their overall volunteer experience at RVH as good or excellent.

CAPITAL REDEVELOPMENT

Expansion Update

Although it occurred in the 2012-13 fiscal year, the excitement around the redevelopment must be noted in this report. RVH officially received the keys to the Phase 1 Expansion on April 16 and began the official transition of several departments into their new spaces, including Imaging, ED, Respiratory and the Simcoe Muskoka Regional Cancer Program.

Prior to the opening of the first clinical departments, staff tours were held for two weeks in early May in addition to a Team RVH event (May 8) to celebrate completion with staff, physicians and volunteers. An open house for the families was also held and well-attended with more than 400 staff, physicians and volunteers proudly showing their families the expansion (May 8).

The official opening celebration took place on May 17 and included musical performances by local choir, Bravado! and award-winning Canadian theatrical performer, Jeff Madden who sang the national anthem and *You Raise Me Up* for the standing-room only crowd. Health Minister Deb Matthews arrived prior to the ceremony to be greeted by members of the RVH Auxiliary and toured through the expansion. Minister Matthews also spoke at the ceremony in addition to Chair of the RVH Board of Directors, local officials, Dr. Bryn Pressnail and cancer patient Mary Templeton.

During the evening of May 17, a public open house was held to give residents of the region a preview of their new health centre. The event was well attended with more than 600 people touring the expansion.

The official opening celebration was also preceded by a media day (May 7) and donor celebration (May 9). Local Rotary clubs also held a meeting inside the expansion on May 24 to celebrate Rotary Place.

Rotary Place

Completion of Rotary Place took place in March 2012. The Family Medicine Teaching Unit (FMTU) moved into its new space on the second floor in mid-March. In April, Administration, Decision Support, Human Resources, Organizational Development and Finance also moved into Rotary Place, with Rotary House scheduled to open this July in conjunction with the cancer centre.

Equipment arrivals

Two new MRIs were delivered to RVH for the new Imaging department. One of the machines – the Siemens Skyra 3.0 Tesla – is the most advanced technology available and the second one was a replacement of RVH's existing machine. The Imaging department features \$19.3 million in new equipment, part of the \$70 million in advanced medical equipment and technology in the expansion.

Three new linear accelerators for use in the radiation suites within the Simcoe Muskoka Regional Cancer Centre arrived in May, as did eight members of the new medical physics team. The process of installing and commissioning this equipment took approximately six months.

The Robotic Intravenous Automation System (RIVA) arrived in the cancer centre in July and commissioning work began immediately. The system was installed in the satellite pharmacy located in the SMRCC and will begin the preparation of chemotherapy medications once the cancer centre opens, ensuring a high standard of safety and accuracy is maintained in all the chemotherapy doses prepared for patients.

Auxiliary pledge

In February, the RVH Auxiliary announced it had already reached the half-way point in its \$1.5 million pledge to help equip the new Cardiac Care Unit as part of the Phase 1 Expansion Project.

Car for Heart Scion Raffle

The RVH Auxiliary began the Car for Heart Scion Raffle in the fall of 2011 to raise funds for the Auxiliary's \$1.5 million pledge. The car – a 2012 Scion xB, valued at \$25,000 - was kindly donated by Jackson's Toyota Scion with the final draw scheduled taking place at the 2012 Crystal Classic in June.

Radio for Radiation

Larche Communications completed its \$500,000 pledge via the Radio for Radiology campaign to fund the purchase of an interventional radiology machine in the expansion. In 2011/12 Larche made a second pledge of \$500,000 to support the purchase of a CT simulator used in the planning of radiation treatment for patients in the Simcoe Muskoka Regional Cancer Centre.

Hockey Night in Barrie

The fourth annual Hockey Night in Barrie was held August 11. The event, which featured former and current NHL players, as well as many local and national celebrities, was a sold-out success, raising nearly \$200,000 for the Simcoe Muskoka Regional Cancer Centre.

Crystal Classic

The 2011 Crystal Classic was held at the Nottawasaga Inn Resort, allowing all golfers to tee off at the same time. All proceeds from the golf tournament benefitted the Phase 1 Expansion Project at RVH, including the Simcoe Muskoka Regional Cancer Centre.

MASH Bash

The 25th annual MASH Bash was held Friday, January 27 at Snow Valley. This year's fundraising result was approximately \$17,000.

Big Bay Point pledge to the ED

Seasonal residents in the Big Bay Point area gathered to collectively pledge more than \$210,000 in support of a Major Trauma/Resuscitation Room in the new Emergency department.

Third Party Events

More than \$410,000 was raised for RVH through third party events in 2011.

Good News

Physician Recruitment News

Barrie Area Physician Recruitment successfully recruited 12 specialists and four family physicians in 2011/12.

Physicians Recognized

Two teaching physicians from RVH's Family Medicine Teaching Unit were recently nominated for, and won, awards. Dr. Rob Gabor won the Excellence in Teaching in the Clinical Teaching Award Category. Dr. Andre Bedard was awarded the Role Modeling Clinical Excellence in the Clinical Teaching Award category.

Mental Health Bed Registry a leading practice

RVH, Waypoint and Orillia Soldiers' Memorial Hospital (OSMH) were recognized at the OHA Health Achieve Conference for the implementation of the Mental Health Bed Registry. This tool, now recognized as a leading practice by the OHA, was developed by Waypoint, in collaboration with the mental health programs at RVH and OSMH, to match patient needs to capacity across the three sites.

Branding Launch

In January, RVH launched its new name and visual identity - Royal Victoria Regional Health Centre, as well as a new tagline, "inspiring care". More than 900 people – both external and internal – were consulted in the brand development process.

Vital Signs

In the fall of 2011, RVH's annual report to the community was distributed to 65,000 households across the region.

Special Delivery 2011

RVH produced a 40-page handbook for new parents entitled *Special Delivery* which was distributed through RVH's Miracle of Birth classes, the Prenatal Clinic at Bell Farm Road and through local obstetricians' offices.