

QUALITY

Accreditation

- RVH achieved 97.5 per cent of Accreditation Canada's Standards of Excellence in a survey held in February 2011.
- RVH was recognized for two leading practices – Canada's first temporary radiation treatment unit as well as the establishment of the Thoracic Intake Clinic, an innovative partnership between RVH and Toronto East General Hospital.
- Accreditation Canada has requested permission to use RVH's accreditation communication products nation-wide.

Laboratory Accreditation

- RVH's Laboratory was granted its four-year license in the Ontario Laboratory Accreditation process.
- This is especially noteworthy as RVH's Lab was finalizing phase four of a six phase renovation as well as transitioning to a fully-automated process.

Medication Reconciliation

- Safety initiative in which healthcare professionals partner with patients, families and caregivers to ensure the accurate and complete transfer of medication information at transitions of care.
- As of the end of this fiscal year, it has been implemented in full or in part in the following departments - 3 North C, the Intensive Care Unit, Emergency, Surgical (pre-admission).
- This is a required organizational practice which was met during the last Accreditation (February 2011).

Falls Prevention

- The Integrated Regional Falls program links acute care hospitals, primary care and community service organizations to provide care and services related to falls within the North Simcoe Muskoka LHIN.
- To-date, the program has been meeting the targets set by the LHIN and secured funding to continue.

The G8 Summit

- RVH developed extensive preparedness plans for the event held in Huntsville, Ontario in June 2010.
- Provincial authorities were so impressed with RVH's thorough and detailed preparations they are using the training manuals across the province.
- RVH's G8 and G20 preparation was honoured by the Department of National Defence with a Health Services Civilian-Military Cooperation Award.

Emergency Department Surveillance System (EDSS)

- This system collects data relevant to public health surveillance and emergencies automatically and in real time across the North Simcoe Muskoka LHIN to improve information flow and reaction time to public health-related emergencies such as outbreaks.

Surgical Safety Checklist

- Checklist became mandatory as of April 2010 and in the first three months of mandatory reporting, RVH reported a rate of 99.73 per cent.
- RVH did not score 100 per cent due to emergency surgeries and complications where time did not permit the full checklist process.

Senior Leadership Team (SLT) Safety Walkabouts

- Safety Walkabouts in 12 departments of the hospital per year provide an opportunity for Senior Leaders to better understand the safety concerns of frontline staff and broadly support accreditation safety and quality standards.

Excellent Care for All Act (ECFAA)

- In June 2010, the Ontario Government passed the Excellent Care for All Act (ECFAA). This legislation fosters a culture of transparent, continuous quality improvement where the needs of patients come first.
- Legislation also requires development of a Quality Improvement Plan (QIP). RVH's QIP is in addition to the hospital's existing robust quality and safety plan, which is monitored and measured continuously and reported to the Board of Directors bi-monthly.
- The QIP is posted on the RVH website.

Mock Evacuation

- Coordinated by Security Services, this exercise is held annually to practice preparedness measures in the event of a real crisis requiring an evacuation of the entire hospital. RVH's 2010 mock evacuation exercise was highly successful and involved staff, volunteers, EMS personnel as well as the cooperation of Georgian College.

Birthing Unit Flood

- In October, the Birthing Unit (BU) experienced a flood forcing the department to be moved temporarily to allow for clean-up and repair.
- Due to the outstanding teamwork and contingency plans, women continued to deliver at RVH.
- The space was again operational within three weeks.

Clostridium difficile (C. difficile) Outbreak Declared Over

- In cooperation with the Simcoe Muskoka District Health Unit, the 11-month C. difficile outbreak was declared over in January 2011.
- Enhancements to environmental services, Infection Prevention and Control monitoring as well as antibiotic stewardship will continue to reduce the risk of further outbreaks.

Electronic Health Records

- The hospital is proceeding with the implementation of an EHR (Electronic Health Record) initiative to positively impact safety and quality as well as improve workflow.
- The roll out will include focus on three areas, Emergency, Surgery and Oncology.

Skills Expo

- The annual RVH Skills Expo spotlighted clinical best practices for the 743 staff, physicians, and volunteers who attended.

ED Performance Improvement Program Visit

- This Ministry of Health and Long-Term Care initiative provided coaching consultants for hospitals to implement LEAN methodology and improve emergency wait times. (LEAN is a process management philosophy which has its roots in manufacturing and technology to streamline production).
- The coaches also had the opportunity to learn about RVH's successful initiatives and will be applying them in their role as coaches across the province.

3SB Urinary Tract Infection Initiative

- This initiative was undertaken to determine how to reduce the inappropriate use of antibiotics with elderly acutely ill patients, which could reduce the likelihood they will develop C. difficile.

Innovation Award

- RVH and Toronto East General Hospital were honoured with a Cancer Care Ontario Quality and Innovation Award for the establishment of the Thoracic Diagnostic Assessment Program and Lung Intake Clinic, which ensures that lung cancer patients have timely access to care in our region.

Regional Cancer Scorecard

- RVH ranked second out of 14 province-wide regional cancer programs in fiscal year 2009/10.
- Cancer Care Ontario “ranks” cancer programs based on criteria such as standardization, wait times and quality of care.
- RVH program also recognized for accuracy in ‘stage’ capture of cancers as well as the multi-disciplinary cancer conferences, also known as ‘tumour boards’ (teleconferences).

Quality Healthcare Workplace Award

- RVH was honoured with a 2010 Quality Healthcare Workplace Award – Bronze level from the Ontario Hospital Association and HealthForce Ontario.

HR Summit Award Finalist

- RVH was named as a finalist in the HR Summit Awards from the HR Professionals Association of Ontario.

SERVICE

OntarioMD

- Partnership between RVH, OntarioMD and the Barrie Community Family Health Team (BCFHT).
- This pilot project, which improves quality of and access to care, allows for the transfer of Medical Imaging Dictated Reports and Health Records Dictated Reports directly to the BCFHT Clinician Electronic Medical Record (EMR) System.

Telemedicine & Retinopathy of Prematurity (ROP) Eye Examination Pilot

- RVH was selected as the pilot site for providing eye exams to infants at risk of Retinopathy of Prematurity in partnership with Sick Kids.

Partnership with the Independent Order of Odd Fellows (IOOF)

- This unique partnership between RVH and the IOOF allowed for 26 Alternate Level of Care (ALC) patients to be transferred to an IOOF facility resulting in a drastic reduction in the number of ALC patients occupying acute care beds at RVH.

Senior Friendly Hospital Strategy

- RVH has partnered with the NSM LHIN to implement the Senior Friendly Hospital Strategy.
- Two representatives from each hospital in the LHIN, including RVH, have formed a task force to define the LHIN-wide planning priorities and strategies of seniors.

Family Medicine Teaching Unit (FMTU)

- This is a partnership with the University of Toronto Department of Family and Community Medicine through which medical residents in their last two years of training spend their time studying and working at RVH in the FMTU.
- At the end of fiscal year 2010-2011, there were 10 residents participating in the FMTU program.

Additional Inpatient Mental Health Beds for RVH

- RVH is working with the LHIN and Mental Health Centre Penetanguishene (now called Waypoint) to facilitate the transfer of 11 acute care Mental Health beds to RVH.
- These 11 mental health beds will create much needed additional capacity for Barrie and the region.

LHIN-wide Clinical Pathway for Hip and Femur Fractures

- The Surgical Program, in collaboration with other hospitals in the region, has collaborated to develop a Clinical Pathway to provide best practice, standardized care seamlessly between facilities.
- This program is important due to the standardized care it provides to patients who typically have to visit more than one site during their post-fracture treatment.

Meditech 5.6 upgrade

- RVH is collaborating with other hospitals to develop an upgrade schedule for Meditech 5.6 which should be ready in February 2012.
- The upgrade will allow RVH and partners the opportunity to implement advanced clinical systems including bedside medication verification and physician care manager.

Nurse Practitioner Outreach Program

- This innovative program began in April of 2010. Since then, RVH Nurse Practitioners (NP) have seen more than 700 patients in Barrie Long-Term Care (LTC) facilities to provide rapid assessment of urgent health concerns, reducing the volume of seniors visiting the Emergency Department with health issues that could be addressed at home.
- This RVH-led initiative is funded by the LHIN's Aging at Home Program.

Mental Health and Addiction Program Care Delivery Model

- Implemented a Recovery Model of Care, recommended during the last Accreditation process, which requires the participation by the client and their families in their treatment planning.
- RVH is one of only four programs in the province to have embraced this as a best practice.

Cardiac Rehabilitation Equipment

- New Holter monitor equipment improves patient flow and outcomes by shortening wait times in transferring stroke patients from the Emergency Department to RVH's specialized Stroke Unit.
- Stroke patients can now have heart monitoring while on the inpatient unit 3SA where they can also receive comprehensive specialized care from the stroke team.

Withdrawal Management Program

- RVH received funding from the LHIN for a telemedicine system that will reduce travel time and expenses, providing efficiencies in terms of time away from the hospital and cost savings for the Withdrawal Management regional team.

ALC Transitional Care Program Beds

- RVH received interim funding from the LHIN to open 12 Transitional Care Program Beds to increase the capacity and flow of patients across the health system, and decrease Emergency Department Length of Stay times.

Patient Flow Project

- Implemented several initiatives to improve flow including the face-to-face transfer of accountability, the Estimated Date of Discharge, discharge checklist, discharge lounge, staff work groups and patient flow education.
- In fiscal year 2010/2011, RVH saw a dramatic decrease in conservable days – the number of days that could be conserved if a patient does not remain in hospital beyond their estimated date of discharge – from approximately 1,500 to well below 500.

Additional Dialysis Units

- The final three spots at RVH's dialysis unit opened, bringing the program to 100 per cent capacity and enabling RVH to perform over 10,500 treatments on 72 individuals annually and providing six more patients care closer to home.

“Spoken Menu” Pilot Project

- Patients make their own daily menu choices.
- The pilot project involved five patients on 3 North B.
- Spoken Menu is intended to have three main benefits for patients - they eat more (improves recovery), food waste is reduced, and patient satisfaction increases.

Capital Equipment Purchases

- RVH invested \$1.5 million in 2010/11 in new equipment, which was prioritized by a staff committee.
- Some examples of clinical equipment purchased included four new infant care centres, two sterilizers for SPD, a C-Mac machine for intubations in ED, ECG machines, scopes for the surgical program and 25 regular hospital beds.

Improved Ambulatory Care Efficiencies

- The Ambulatory Care department adjusted its hours of operation from Monday to Friday to Monday to Thursday in order to improve efficiency and utilization, without impacting patient care.

Get Checked – Colon Cancer Check Program

- RVH partnered with the Simcoe Muskoka Regional Cancer Program, ColonCancerCheck and the Barrie Colts to raise awareness of the importance of colon cancer screening.

OBSP Anniversary

- To celebrate the 20th anniversary of the Ontario Breast Screening Program (OBSP), RVH – one of the busiest screening sites in the province - developed numerous internal and external promotional events.

PEOPLE

Board of Directors’ 2010 Awards of Excellence winners

- Hazel Baxter – Volunteer
- Brenda Kraft – Staff, Laboratory
- Andrea Partridge – Manager, Clinical Informatics
- Dr. Stuart Murdoch – Physician

RVH Volunteer Wins Service Award

- RVH volunteer, Marina Antonoff, was awarded a Volunteer of the Year Award from the City of Barrie for her outstanding service to the Allandale and Parkview 55+ Centres.

Be Excellent!

- Development of aligned, shared goals for all managers and directors
- 90 day plans by leadership and reporting results on a monthly basis to their supervisor
- Staff rounding
- Establishment of Service Excellence Teams for Standards and Measurement
- Leadership Excellence Institute

Be Heard – Branding & Strategic Planning

- 900 internal and external stakeholders engaged to assist with development of new strategic plan and visual identity for the hospital
- New visual identity and tag line to be rolled out in fall 2011

Walk in My Shoes

- 62 staff members participated in this bi-annual event where staff ‘shadow’ another staff member for a four-hour shift to learn about other jobs/roles in the organization.

Volunteer Appreciation Week 2010

- 350 volunteers were honoured at this annual luncheon designed to thank the RVH volunteers.

Take a Break with the CEO

- Informal half-hour sessions with President and CEO Janice Skot, to discuss questions, concerns or provide input about the hospital. There is no set agenda and anyone is invited to attend to have questions answered. Questions can also be addressed via email to youaskedit@rvh.on.ca

Food and Nutrition Appreciation event

- The Nutrition and Food Services team from the Courtyard Marketplace were celebrated for its 13 years of service to the hospital.

Physician Recruitment News

- 21 doctors recruited specializing in Family Medicine, Emergency Medicine, Internal Medicine, Cardiology, Oncology and Surgery.

Dr. Jim Shaver

- Dr. Jim Shaver accepts a new role as the North Simcoe Muskoka Regional Cancer Program Regional Palliative Care Physician Lead.

Corporate Communications Awards

- Awarded first place by the Health Care Public Relations Association for Living Well feature in the Barrie Examiner.
- Third place for the “Building on a Dream” video featuring the Phase 1 Expansion Project.
- *Special Delivery* awarded first place for *Best Special Section* by the Suburban Newspapers of America.

Dr. Stu Murdoch

- Awarded the Ontario College of Family Physicians 2010 Award of Excellence.

FINANCE

Balanced budget

- Due to the implementation of many of the HIP initiatives, RVH ended fiscal 2010/11 in balanced operating position.

Hospital Improvement Plan (HIP)

- 22 wide-ranging initiatives to assist with RVH balancing budget by March 2012.
- Included operational efficiencies, staffing mix changes, strategies to reduce sick time and overtime, and increased retail revenue generation opportunities to support patient care.

New Sick Policy

- Staff must notify their manager and the staffing office of illness.
- When off for more than three shifts must complete Treating Professional Statement (TPS).
- Has resulted in reduction of sick time in third quarter by approximately 1 per cent.

Network Cost Reduction

- RVH's involvement in the Simcoe County Access Network, allowed our Information Communication Technology department to negotiate a reduction in the hospital's wide area network costs.
- Wide area network costs will be reduced by 21 per cent as of 2011.

Emergency Department Pay for Results funding

- RVH received \$1.7 million in funding for meeting Emergency Department wait times targets set out by the province.
- Innovative programs implemented throughout the hospital that contributed to meeting provincial wait time targets include:
 - An electronic Meditech Bed Board
 - Discharge Lounge
 - Clinical Decision Unit
 - Sub-Acute Area
 - Daily Bullet Rounds
 - Estimated Date of Discharge
 - Nurse Practitioner Long-term Care Outreach Program

Food Court Opens

- Druxy's, Jugo Juice, Subway and Tim Hortons open in February 2010 – revenue generation for RVH.

Parking System Changes

- Third-party supplier for parking services – Precise Parklink Inc. -- takes over management of parking.
- Revenue generated from parking is directed toward patient care and the purchase of medical equipment.

MASH Bash

- \$12,000 raised at this 24th annual ski day held at Snow Valley.

Media Relations

- More than \$700,000 in no-cost, in-kind media initiatives in 2010.
- RVH was featured in more than 280 print or broadcast media stories.

United Way

- RVH staff contributed \$30,577 to the 2010 campaign goal.
- RVH wins an award in Employee Campaign Coordinator of the Year category, recognizing the outstanding work of HR's Joanne Watson and Jennifer Moore, Corporate Communications.

Patient Safety Specialist Designations

- Jennifer Rodgers, Director of Patient Safety, Quality and Risk Management, and Tricia Swartz, Patient Safety Specialist, obtained designations from the Canadian Patient Safety Institute.

CAPITAL REDEVELOPMENT

Construction Update

- Construction more than 70 per cent complete (as of March 31, 2011) and on track for early-2012 opening.
- Construction began on Rotary Place late summer 2010.
- RVH celebrated the 50 per cent completion point of construction with a week of activities for staff.

Transition Funding

- Barrie MPP Aileen Carroll announced \$4.23 million in transitional funding to assist with early infrastructure and start up costs for the Phase 1 Expansion Project. These funds are key in supporting operational readiness for the opening of the expansion and will help to fund staff recruitment, staff orientation and building commissioning expense.

Total Laboratory Automation of the Core Laboratory

- The final two phases – five and six – of the Laboratory renovation are underway.
- This total automation reduces manual steps and enables the lab to increase its capacity from 1,000 to 3,000 specimens per day.

Phase 1 Expansion Equipment Purchases

- Robotic Intravenous Automation (RIVA) Arm
- Two MRIs
- One CT Scanner
- Four digital mammography units
- Two interventional suites
- One digital multi-purpose fluoroscopy suite
- Two nuclear medicine cameras
- Two digital C-arms for the OR
- Portable x-ray machine
- Two ultrasound machines
- Three linear accelerators

RVH Auxiliary Pledge

- \$1.5 million to equip the new 7-bed coronary care unit, to be the only one of its kind in North Simcoe Muskoka.

Simcoe Muskoka Regional Cancer Program

- Recruitment of physics and oncology teams further readying the oncology team for the opening of the Simcoe Muskoka Regional Cancer Centre.
- Michael Sherar, President of Cancer Care Ontario tours SMRCC with four new oncologists.

Donor Appreciation events

- City of Barrie Appreciation Event
- County of Simcoe Appreciation Event
- Lead Donor Reception
- MP and MPP Breakfast

Community Engagement / Travelling Road Show

Presentations on Phase 1 Expansion Project made to community groups across the region including:

- Rotary Clubs throughout Simcoe and Muskoka
- May Court Club of Barrie
- Golden K Kiwanis Club
- Sheba Shrine Club

Building on a Dream newspaper supplement

- 4 page newspaper supplement updating the community on Royal Victoria Hospital's Phase 1 Expansion Project, distributed to 150,000 households throughout the region.