

QUALITY

Quality Improvement Plan

As a requirement of the Excellent Care for All Act (ECFAA), and to further demonstrate accountability and transparency, 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.

Strategic Planning

As a way to ensure continued care, safety and service excellence, RVH embarked on a comprehensive strategic planning exercise. More than 3,000 stakeholders were engaged through internal and external surveys, interviews and focus groups. From these sessions, along with broad clinical consultation, the plan was developed and approved by RVH's Board of Directors in May 2013.

CEO patient experience hotline

To further enhance the patient experience, a direct line to the President/CEO's office has been established that patients can call if they wish to discuss care issues. Patients receive this letter upon admission to RVH

Governance scorecard

The Decision Support Unit launched an electronic version of the governance scorecard which measures a number of quality indicators. Using iPad technology, members of the Board of Directors are able to click on live links within the scorecard to learn about a) the significance of the measure and b) any action items associated with it. The scorecard can be found on the RVH website.

ALC project launched

Decision Support Unit, in cooperation with the Georgian College research analyst program, launched an Alternate Level of Care (ALC) project to capture the story of ALC patients.

be excellent!

RVH continues its comprehensive, measured strategy to ensure safety, quality, service and leader excellence. Improvements have been seen in all metrics as a result of the tactics implemented, including:

Leader Rounding with Patients & Families

Leaders continue to round daily with 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.

Senior Leader Rounding with Patients & Families

Senior leaders are each rounding with five patients a week.

Patient bedside survey

A four question anonymous survey – right at the patient bedside on the entertainment system – has been launched to capture real-time data and feedback, providing opportunity to resolve concerns and share recognition opportunities promptly.

Shift to shift bedside transfer

Clinical staff now perform the shift to shift patient transfer right at the patient's bedside enhancing patient and family communication and engagement.

AIDET® / Standardized introduction

Training on how to perform the standardized introduction is now a required learning for all RVH staff and is being performed with each patient interaction.

Post Care Calls

Post care calls are placed to patients following care in our inpatient units and day surgery department. Currently, a new software tool is being implemented which automatically queues calls to be made daily and provides robust reporting tools for leaders.

Annual Safety Fair and Skills Expo

The annual Safety Fair was held in November. The fair is an opportunity for departments to showcase their best practices and provide education. The Skills Expo, hosted in May, showcased new products and innovation with more than 600 staff attending.

Cystoscopy renovation

A renovation to the Cystoscopy suite, completed in the fall, has added a floor mounted digital fluoroscopy table and physical upgrades to the room to enhance patient safety and increase access for patients requiring complex procedures such as laser therapy.

HSMR

RVH's Hospital Standardized Mortality Ratio (HSMR) for 2011-12 was 96, compared to ratio of 106 in 2010. The HSMR is an overall quality indicator that compares the actual number of deaths in a hospital to a national standard of expected deaths. RVH's ratio, which is below 100, is a positive safety indicator.

Paediatric Asthma management

RVH successfully implemented a best practice model of care for treatment of paediatric asthma which has contributed to an ongoing decline in the rates of paediatric-related asthma visits to the Emergency department. Hours of operation of this vital service have also been expanded to meet the needs of the community.

Birthing Unit

MORE^{OB}, (Managing Obstetrical Risk Effectively), is a 3 year interprofessional learning program designed to assist the team in the Birthing Unit to be well prepared for obstetrical emergencies. RVH is in its successful final year of a 3 year term. There was 100% participation by nurses, physicians and midwives in the Module 2 workshops which is a first in MORE OB's history.

New isolette for NICU

The neo-natal intensive care unit received its first Giraffe Omnibed which is a state-of-the-art incubator and radiant warmer all in one. This bed helps to reduce the environmental stress to the baby while providing the health care team with full access to safely provide care.

Electronic Instrument Tracking

This new system tracks surgical instruments through their work cycle, decontamination and assembly, to sterilization and the OR. This results in improved productivity, improved documentation for quality assurance and improved quality of care.

The Advisory Board, Global Centre for Nursing Executives

RVH has joined The Global Centre for Nursing Executives. This is a resource for progressive patient care leaders around the world. The aim of the Centre is to create an international network of nursing executives equipped to innovate and share best practice and to assess emerging health care trends and discern future implications for nursing

ED ranks well in pay-for-results

RVH's Emergency department ranked 17 out of 74 participating hospitals in the pay-for-results program which is designed to improve wait times for patients and length of stay in various patient categories including discharged and admitted patients

Rehabilitation bed criteria

RVH launched new rehabilitation bed criteria to ensure patients are appropriately triaged into rehabilitation beds to ensure these beds most effectively meet the needs of that patient population.

Transfer of care

In partnership with Simcoe County Emergency Medical Services, the Emergency department has completed the first phase of a quality improvement program aimed at reducing time from ambulance arrival to transfer of care.

Oncology Information System

The Simcoe Muskoka Regional Cancer program implemented a new information system that will increase safety and quality and increase the electronic environment.

Cancer program – Clinical trials

The Clinical Trials team received the National Cancer Institute's Clinical Trial Centre Performance Index Results scoring an "Excellent". Categories of measurement included patient eligibility for enrolment in trials, data quality and ethics compliance.

Mental Health and Addictions Program

RVH has undergone extensive review of its Mental Health and Addictions Program (MHAP) in efforts to improve quality and increase access, including:

- Accommodate the recent expansion of acute inpatient services
- Improve quality of care, expand clinical programming and engage in best practice that is patient centered
- Establish a full continuum of care including the opening of a Partial Hospitalization Program (PHP)
- Avoid duplication of services provided in the community and meet the needs of more complex patients
- Engage in utilization management to prevent unnecessary hospitalizations and decrease lengths of stay
- Revamp Addiction Services from a short-term "withdrawal management" service to a best practice model of care and will offer increased lengths-of-stay and treatment opportunities for clients

SERVICE**OSMH cancer patients receiving care at RVH**

As part of a voluntary integration, cancer patients from Orillia Soldiers' Memorial Hospital had their care transferred to RVH while the OSMH program and facilities are enhanced. A repatriation plan for OSMH patients is being developed for November 2014. Patients report being extremely satisfied with the service, staff and facilities.

Temporary Radiation clinic closes

With the opening of the Simcoe Muskoka Regional Cancer Centre, RVH's temporary radiation clinic – the first of its kind in Canada, treated its last patient on August 30. The linear accelerator, or radiation unit, has been dismantled and sent to Peterborough Regional Health Centre.

Meditech Upgrade

RVH implemented a system-wide upgrade to the Meditech system. This was a collaborative effort between RVH, Headwaters Healthcare, Collingwood General & Marine and Georgian Bay Hospital. The upgrade, completed in October added more functionality and features.

Waypoint Bed Transfer

Through a voluntary integration of services, 11 mental health beds have been transferred from Waypoint Centre for Mental Health Care to RVH to improve access to mental health acute care beds

HELP program

The Hospital Elder Life Program (HELP) was launched at RVH in the fall designed to prevent delirium and functional decline in hospitalized elderly patients.

Senior Friendly hospital

The Healthy Aging Services Team has developed education for all clinical staff that is focused on elder care. Learning modules include geriatric education, delirium, preventing functional decline, atypical presentation and normal aging changes.

Central East Stroke Network

The Integrated Vascular Steering Committee and Medicine Council had endorsed a three site integrated model for stroke units in the NSM LHIN. RVH is to be one of the sites.

Cardiovascular

In partnership with Southlake Regional Health Centre, RVH has submitted to the provincial government a comprehensive proposal to develop an advanced cardiac care program at RVH. North Simcoe Muskoka is the only LHIN in the province that doesn't offer advanced cardiac services.

Outpatient cardiac diagnostics

RVH now offers outpatient "loop" recorders – devices outpatients wear for two weeks to help diagnose heart rhythm issues.

New dialysis machines

RVH acquired 19 new dialysis machines to better suit the needs of patients.

Bed allocation now 24/7 model

In efforts to better manage patient and bed flow RVH's bed allocation department is now operational around-the-clock.

Enhanced Allied Health coverage

In June, RVH introduced extended hours for allied health staff including physiotherapists, occupational therapists, rehab assistant and speech language pathologists ensuring patients who require these services can access them seven days a week.

Nurse Practitioner Full Scope of Practice

In response to new provisions made under Regulation 965 of the *Public Hospitals Act* that have enabled nurses in the extended class to admit, treat and discharge hospital patients, the hospital has updated their corporate bylaws and internal infrastructure to allow NP's to work to their full scope of practice.

Endoscopic Ultrasound

Endoscopic services began offering Endoscopic Ultrasound (EUS), the new standard of care for assessing benign disorders of the common bile duct, pancreas and sub-epithelial masses in the esophagus, stomach and duodenum. This service has increased physician satisfaction and provides enhanced access to care for patients who would traditionally have to travel out of the region to receive the procedure.

Increased flow in Endoscopy

The Surgical Program is trialing a process flow for Endoscopy that will improve patient confidentiality and privacy while decreasing transit times and arrival times prior to procedure.

Capsule Endoscopy Service

Capsule Endoscopy service is used for the diagnosis of disease of small bowel. The miniature camera takes two pictures per second and benefits include improved diagnostics and reduction of endoscopy procedures.

Endovascular Aneurism Repair (EVAR)

Dr. Sandy McDonald and Dr. Robert Gowing performed the first EVAR surgery at RVH. The procedure will reduce patient stays in ICU and inpatient surgery and decrease mortality, morbidity and readmission rates for patients requiring this type of surgery.

Endoscopic Stenting

The Department of Surgery and Gastroenterology launched endoscopic stenting of the esophagus and biliary duct.

Medicine Program expands hours

The Internal Medicine Clinic has expanded hours to include afternoon clinics, five days a week. This consultant clinic allows patients with complicated medical issues or diagnostic dilemmas to be reviewed and assessed, and then return for care with their own primary caregiver, thus reducing ED visits and possible admissions.

Hospitalist department introduces new model

The Hospitalist department has introduced a new model of care so that each active patient is seen each day and guarantees seamless, team-oriented and inter-professional care 24/7

Retail pharmacy opens at RVH

PureHealth Pharmacy opened in the fall adjacent to the Emergency department. This full-service pharmacy offers RVH patients a new level of convenience for filling prescriptions as they leave the hospital as well offering discounted dispensing fees and other discounts to RVH employees.

Logistics Attendants

As a direct result of feedback received from the Employee Experience survey, this new transportation role was introduced at RVH to alleviate the amount of time clinical staff spent stocking supplies or portering patients.

Maternal/Child & Youth Programs

The LHIN approved funding for the Complex Care Children's Clinic for medically fragile children. The clinic operates out of RVH in a collaborative partnership with Sick Kids and the NSM LHIN.

Children's Development Services

Introduction of a new inter-professional service delivery model to address waitlist pressures and ensure service is family-centred.

Clinical Practice & Education

The Clinical Practice Champion role was introduced in January 2013 with nine RNs and RPNs assuming this role on various units throughout the organization, including most recently the Emergency Department. The champions through their presence during the evening hours and weekends enhance the clinical support for the staff on the units through a collaborative partnership with the Clinical Educator of the area.

Smoking Cessation program

RVH has received funding for the next two years to participate as one of 15 hospital-based smoking cessation demonstration projects. The funding allows RVH to increase the reach of cessation services offered to patients.

Enhanced Infection Control

Environmental Services has transitioned to the use of Clorox as a cleaning product which has been shown to be effective in the eradication of C. difficile and less harmful to medical equipment.

Facilities on site 24/7

Facilities and Building Operations now provides 24/7 on-site coverage. This allows for the immediate response to urgent issues and requests.

KRONOS

The system for staff scheduling and timecards went live in November and was rolled out throughout the organization in the New Year. The automated system allows for staff to set and manage their own schedules as well as adds efficiencies and cost-savings to the payroll process.

Family Medicine Teaching Unit (FMTU)

The 2012 class of FMTU residents completed their final year in the two-year residency program, with five graduates. The highly-successful FMTU is an invaluable partnership with the University of Toronto. To-date, eight residents have graduated from the program and five have stayed in the area to establish practices.

FINANCE

Capital Budget

In 2012-13, RVH spent \$4M in ongoing clinical and non-clinical equipment, IT infrastructure, and facilities improvements. These allocations were unrelated to the expansion project. RVH also advanced the expansion project by an additional \$40 million in construction, ancillary and equipment related costs. Redevelopment costs were offset by Ministry funding and support from our local community as planned.

Operating Highlights

Revenue:

- 0.8M in base funding to operate the regions' 3rd MRI (located at RVH) for an additional 2000 hours annually
- 12.5M in PCOP funding to support not only the 400,000 additional sq ft but also the expanded volumes of patients within the Emergency department, Simcoe Muskoka Regional Cancer Centre (SMRCC), Inpatient beds and Outpatient surgery.
- 1.2M in Emergency Pay for Results funding to reduce the wait times in our emergency department
- 0.7M in new base funding through the health system funding reform as a result of efficient provision of care at RVH and growing regional demand
- 0.3M in dedicated one time funding for high risk MRI OBSP
- 0.3M in new funding from CCO for higher volumes of systemic patient treated through the new SMRCC
- Transfer of 1.3M in funding from Waypoint to fund 11 additional acute mental health beds at RVH allowing patients to receive care closer to home

Expense:

- 0.8M provided to fund 26 interim long term care beds at IOOF to help relieve ALC pressure on the region
- 1.2M in Parking donation from the RVH Foundation to support the operation of transitional care beds at RVH allowing patients to transition home faster

Year end resulted in a \$1.3M surplus, RVH's third consecutive balanced budget.

PEOPLE

Employee Experience and Physician Experience Surveys

RVH's second survey was sent to the homes of all RVH staff and physicians in early September. There was a remarkable 78 per cent completion rate from staff and 49 per cent from physicians. From those results, department or unit-specific action plans are being developed and implemented. There was improvement in nearly every category over 2011 results

Wellness Centre opens

RVH opened its Wellness Centre in the fall. The centre not only features exercise equipment and classes but also provides meeting spaces for wellness-inspired sessions such as Weight Watchers.

United Way Support

This year's United Way staff campaign raised \$34,000 and Iris Laycock, RVH Employee Engagement, Recognition and Wellness Coordinator won the Outstanding Employee Campaign Award from the United Way

Walk in My Shoes

To-date, 178 staff has participated in this twice-yearly Walk in My Shoes program where they shadow a staff member from another department for half a day.

Movember

More than 40 men RVH embarked on a "Movember" campaign to raise awareness and funds for prostate cancer. Collectively they raised over \$12,000.

Investing in Education

More than 300 RVH staff were awarded a total of approximately \$250,000 through the Education Trust Fund to further their skills either through mandatory clinical courses or grants towards degrees, certifications or skill enhancement.

Recruitment update

In 2012-13 600 new staff were recruited to RVH. Since November 2011, Barrie Area Physician Recruitment successfully recruited nine new family physicians to the area and 28 new specialists.

Annual Quarter Century Dinner

Royal Victoria Regional Health Centre's Quarter Century Club dinner is held annually, welcoming new inductees and providing a great opportunity for active employees, as well as retirees, with 25 years of service and more, to get together and reminisce about the wonderful years spent at RVH. 45 Inductees were recognized this year.

Healthy Workplace Fair

Launched for the first time this year in conjunction with Healthy Workplace Week the RVH Healthy Workplace Fair hosted vendors and activities with a focus on Workplace wellness.

Memorial Garden

Royal Victoria Regional Health Centre has established a Memorial Garden on the grounds of the facility. The garden is maintained in memory of staff, physicians and volunteers who have passed away. A memorial service is held annually to acknowledge the names of those who have passed away over the previous year. This is an opportunity to recognize and remember the contribution and service of those individuals.

Team RVH Appreciation Festivities

Studies indicate that appreciation is the key driver affecting factors that improve the level of employee engagement which in turns contributes to retention of valued employees. Team RVH appreciation (formerly Staff Appreciation) is an annual event planned around a specific theme, which allows broad participation of employees both in activities and events.

CAPITAL REDEVELOPMENT

Expansion opening activities

In May 2012, we celebrated the official opening of the Phase 1 Expansion with a series of events including a media day, donor celebration, TEAM RVH event, staff and family open house, a public open house, a Rotary event and the grand opening celebration, attended by Minister of Health and Long-Term Care Deb Matthews on May 17.

Rotary Place/Rotary House

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 opening in July, in conjunction with the cancer centre.

Emergency Department move

On June 9, RVH's Emergency department successfully moved into its new space in the Expansion. The well-executed move was months in the planning with the focus on patient safety and access to care at all times

Respiratory Unit

On June 5, RVH's new Respiratory Unit opened. This is a completely new department for RVH, dedicated to the specialized care of patients suffering from respiratory illnesses such as asthma, emphysema and chronic obstructive pulmonary disease.

Cancer and Palliative move

The Cancer and Palliative Inpatient unit made a safe and successful transition in to their new 32-bed in August.

Cardiac Care Unit

It will mean people in the region can received specialized cardiac care in this unit; others will be able to recover here from more invasive procedures, closer to home. This unit opening is the first step towards developing an advanced cardiac program at RVH.

Cardiac Renal Unit

The new 32-bed Cardiac Renal inpatient unit better enhances our ability to care for this type of patient with specially-trained staff and equipment. Telemetry Central Monitoring directly connects the nurse with today's fastest technology to respond to patients' telemetry alarms.

Ultrasound opens

A new ultrasound department opened in Imaging services with new equipment; seven private examination suites, extra staff providing longer weekday service and stretcher bay for more comfortable wait.

Emergency Extended Care Unit

The 15-bed unit within the Emergency department opened in February. This area is for patients requiring further tests or who are waiting for an inpatient bed, freeing up stretchers in the Emergency department and improving patient flow.

Nuclear Medicine equipment

RVH took delivery of three new nuclear medicine cameras for the expanded Imaging Services department. The technology allows for more precise information and accurate diagnoses and is particularly helpful in diagnosing cardiac disease

RIVA operational

The Robotic Intravenous Automation became operational in March. RIVA is for the safe, efficient preparation of chemotherapy doses. RVH is only the second hospital in the country to install this technology.

RVH Good News

RVH Auxiliary Cardiac Care pledge

The RVH Auxiliary presented RVH with its third installment of the \$1.5 million pledge to equip the Cardiac Care Unit bringing the amount raised to \$1.1 million. The Auxiliary will make the final installment in February 2014.

RNAO Best Practice Champion Workshop

RVH hosted a RNAO Addictions and Mental Health Best Practice Champion Workshop in December 2012. RVH is an original RNAO Best Practice Spotlight Organization and since 2003 has successfully implemented 10 Best practice Guidelines.

Hockey Night in Barrie

Fifth annual Hockey Night in Barrie event organized by MP Patrick Brown raised more than \$225,000 for RVH

M*A*S*H BASH

RVH's annual ski day at Snow Valley raised \$13,500 bring the 26 year total to more than \$420,000

Barrie Half Marathon

Members of TEAM RVH competed in the Barrie Half Marathon, with the 2012 event raising 30,000 for RVH

Rotary Fun Run

More than 200 TEAM RVH members participated in the 2012 annual Rotary Fun Run

Crystal Classic

The 25th anniversary of the Crystal Classic raised \$250,000 for RVH. Nearly 260 golfers participated in this year's event, held at the Nottawasaga Inn Resort.

Annual Holiday Food Drive

Staff donated 1800 lbs of food for this year's Salvation Army food drive

Royal Victoria Society Dinner

Two hundred loyal RVH supporters attend the annual Royal Victoria Society dinner. The David Blenkarn Spirit Award was presented to Don Pratt to recognize his remarkable spirit, loyalty and outstanding commitment to RVH and to the work of the RVH Foundation.

Inspiring Leaders

The RVH Foundation launched a new program to engage community leaders by providing monthly tours and updates through its Major Gifts Committee. More than 100 have attended.

Legacy Giving

The RVH Foundation has put a new focus on estate planning (gifts made via wills). As a result of the last direct mail campaign, seven people confirmed they have named RVH as a beneficiary in their wills.

Docs on Parliament Hill

Dr. Brad Dibble and Dr. Rob Ballagh were invited to make presentations to the Standing Committee on Health in Ottawa. Following their presentations on the use of technology to provide care in rural areas, they were honoured to meet with Prime Minister Stephen Harper.

Stakeholder Communication

In 2012 RVH was mentioned or featured almost 400 times in print or broadcast media. Overall, the tone was positive in 98 per cent of the stories and 66 per cent were proactively pitched by RVH Corporate Communications (via news releases, media advisories, photos and cutlines). Additionally, RVH received approximately \$740,000 in no-cost, in-kind media promotion/ advertising in 2012.

Awards & Recognition

Board of Directors' Award of Excellence winners

Four members of TEAM RVH were honoured with a 2012 Board of Directors' Award of Excellence. Nominated by their peers for their outstanding and invaluable contributions to RVH were: Ina Smith, Volunteer, Dr. Rob Ballagh, Otolaryngologist, Kristyn Cole, MRI Technologist, Imaging Services and Jonathan Wiersman, Director, Decision Support.

Service Awards

At the annual RVH Service Awards ceremony, 353 staff and 45 physicians were honoured for their years of service to RVH. Susan Jessup, Birthing Unit, Patricia Noble, Health Records and Sue Deshevy, Clinical Informatics were honoured for 40 years of service while Dr. Gord Crawford was honoured for 35 years.

FMTU faculty recognized

Two members of the Family Medicine Teaching Unit faculty were recognized with awards. Dr. Rob Gabor won the Excellence in Teaching in the Clinical Teaching Award Category and Dr. Andre Bedard was awarded the Role Modeling Clinical Excellence in the Clinical Teaching Award Category.

OHA Quality Healthcare Workplace Award

RVH was presented with a Silver level award by the Ontario Hospital Association for our organizational efforts to improve the quality of work life and quality of care delivered.

International Award

RVH was awarded the International Healthcare Organization of the Quarter for its *be excellent!* strategy, award by the Studer Group.

Human Touch Award

Dr. Bryn Pressnail was honoured with a Cancer Care Ontario Human Touch Award. This award is given to caregivers who provide exceptional and compassionate patient care, demonstrate leadership in their area of work, engage patients, families and caregivers in decision making and help to improve patients' access to services.

Dr. Rick Irvin wins national award

Dr. Rick Irvin was honoured with a 2012 Prime Ministerial National Award for Volunteerism and Community Leadership.

Jean McGinley wins provincial award

Jean McGinley, a longtime member of the RVH Auxiliary was honoured with the Hospital Auxiliaries Association of Ontario's Provincial Life membership Award

Diamond Jubilee Awards

A number of RVH volunteers and staff received the Queen's Diamond Jubilee Medal for their contributions to this community. Receiving this honour was: David Blenkarn, former chair of the RVH Board of Directors and Foundation Board and chair of the I Believe campaign; RVH Foundation Board Member, Peter Moore; Don Pratt, former Chair RVH Foundation; Dale Pickard, longtime RVH support and chair of the Crystal Classic golf tournament; Dr. Stuart Murdoch, Chief of Family Practice / Program Director FMTU; Dr. Sandy McDonald, President Medical Staff Association and Suzanne Legue, Chief Communications Officer.

Perfect Chart completion

Dr. Henry Stefanison was recognized for having perfect chart completion for an entire year.

Dibble's book awarded

Dr. Brad Dibble's book, *Comprehending the Climate Crisis*, was awarded a bronze medal by ForeWards Reviews in the 2011 Book of the Year Awards.

Students win grant

Three RVH co-op students won a United Way grant to promote health and wellness among the youth population of Barrie.

Heart and Stroke Award

Alda Tee of the Central East Stroke Network received a provincial award in recognition for her contribution in expanding and supporting the Living with Stroke Program

NP appointed to Board of Directors

RVH Nurse Practitioner Irene Heinz in the Long Term Care Outreach Program has been appointed to the Nurse Practitioner Association of Ontario Board of Directors.