

A year in review

2016—2017

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RVH student volunteers cheer on Dr. Eric Hoskins, Minister of Health and Long-Term Care, as he announced \$3.2 million in annual operating funds for a regional Child and Youth Mental Health program at RVH.

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MY CARE

RVH's four strategic directions will inform everything we do and focus our energy, action and resources over the next five years, moving us closer to achieving our vision.

Vision

Make each life better. Together.

Mission

Exceptional care is our passion. People are our inspiration. Safety is our promise.

VALUES

Work Together Respect All Think Big Own it Care

STRATEGIC DIRECTIONS

Focus on *MY CARE*

RVH will be unwavering in its commitment to put patients and families first through its MY CARE philosophy, involving them in all aspects of their care and providing the most positive patient experience. Every encounter. No exceptions.

- Ensure patients and families are informed and engaged in planning and decision-making, recognizing their diversity and unique needs.
- Smooth transitions for quality, timely care in the right setting.

Drive Clinical Excellence

RVH will provide the safest, highest quality care, developing specialized clinical services that take advantage of RVH's expertise and technology so people throughout Simcoe Muskoka can receive the best care close to home.

- Exceed all safety measures.
- In partnership, implement the regional clinical plan, including approved specialized regional services: advanced cardiac care, child and youth mental health, kidney care.
- Ensure patients have access to timely, high quality care in the Emergency department.

Value People

RVH will foster and invest in a supportive environment, igniting new levels of passion, pride and performance in our skilled and dedicated TEAM RVH. We will make RVH the best place to work, practice, volunteer and learn.

- Engage and support our staff, physicians, volunteers and students in achieving their best through a healthy respectful workplace.
- Maintain a strong commitment to learning and personal development that supports innovation and creativity.
- Pursue and support respectful, effective partnerships while engaging our diverse stakeholders.

Accelerate Teaching and Research

RVH will advance learning and seek out research opportunities that support organizational performance and enhance patient care.

- Develop RVH's research centre, serving the needs of the region's population.
- Build on our unique strengths, expertise and partnerships to provide the highest standards in teaching and training.

FOUNDATIONAL SUCCESS FACTORS

Performance & Quality

Technology

Communication

A message from Janice

CEO's Message



Janice Skot, President and CEO

By the numbers 2016-2017

Annual budget - \$330 million
 Patient visits (total) - 455,000
 Individuals treated - 130,000
 Laboratory tests - 4 million
 Emergency visits - 83,000
 Surgeries - 15,000
 Imaging procedures - 190,000
 Babies born - 2,000

TEAM RVH

Staff - 2,500
 Physicians - 385
 Volunteers - 800

At the end of each year we take some time to recount and celebrate the many accomplishments of RVH, its staff, volunteers and physicians. I always look forward to that opportunity, and this year is no different.

After reviewing this *A Year in Review 2016-17* annual highlights document, I think you'll agree, RVH is growing and improving to provide North Simcoe Muskoka residents with the best care possible.

And as you take a look at our accomplishments, keep in mind that we pursued all these achievements with our patients and families in mind, striving to ensure they are at the centre of all we do. Every patient. Every time.

Our accomplishments last year were many, including:

- funding and approval to proceed with two new regional programs not currently offered in our region— Advanced Cardiac Care and Child and Youth Mental Health
- the opening of a Pediatric Cardiology Clinic
- a new in-hospital Dialysis program
- the Pharmacy program completing its first Accreditation with the Ontario College of Pharmacists
- recognition by the OHA for our Green Hospital Scorecard results
- launch of an online patient surgery tracker on our website
- providing a new treatment, not previously offered, for patients with metastatic prostate cancer
- achieving our seventh consecutive balanced budget.

I know this document doesn't capture *all* the successes that occur in our health centre, but it does give you a sense of just how many great things we achieved thanks to the skill, commitment and hard work of TEAM RVH.

Respectfully;

Janice M. Skot, MHSc, CHE
 RVH President and CEO

Focus on *MY CARE*



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Highlights

Engaging patients and their families

Patient Family Advisory Council

The RVH Patient Family Advisory Council (PFAC) celebrated its second anniversary. Since forming in 2014, PFAC has provided feedback and input to many departments and initiatives including Emergency, Corporate Communications, Seniors Strategy, cancer program, cardiac program, Business Development, Spiritual Care, and Diversity and Inclusion, to enhance and improve patient care.

Cardiac Patient Family Advisory Council

Established in 2016-2017, the Cardiac Patient Family Advisory Council (CPFAC) has worked on two key projects – the Advanced Cardiac Care Centralized Triage Model and Regional Rehab Clinic Redesign to provide a better patient experience.

Medical Assistance in Dying (MedAID)

In keeping with the June 2016 federal legislation and ensuring patients have a voice in their care, RVH patients now have the right to request a medically assisted death. RVH's plan was developed by an inter-professional committee following significant consultation with residents throughout North Simcoe Muskoka.

Focus on *MY CARE*

Bringing care closer to home

Advanced Cardiac Care

In November, the Ministry of Health and Long-Term Care granted approval for RVH to proceed to tender for construction of its Advanced Cardiac Centre. In February, the construction contract was awarded to CHART Construction Management Inc. The highly-specialized cardiac program will become operational in late-2017, providing area residents with life-saving care closer to home.

Pediatric Cardiology Clinic

RVH's new Pediatric Cardiology Clinic opened in June 2016. The outpatient clinic runs one day a month from 8 a.m. to 4 p.m., treating over a dozen patients, and meaning less travel for children and families dealing with heart-related issues.

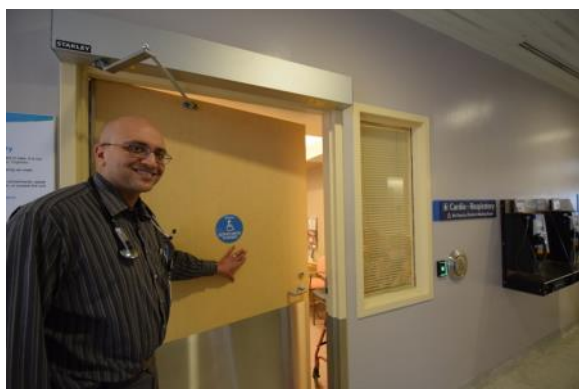
Simcoe Muskoka Cancer Screening Hotline

A new hotline connects callers from across Simcoe Muskoka with appropriate health resources and education on cancer screening.

Improving the patient experience

Cardiovascular & Renal program

The Sleep Lab moved to a dedicated space on the third floor allowing the care team to provide more patient-centred care.



Cardiologist Dr. Rajeev Rao leads the way via the new Cardio Respiratory Treatment Clinic entrance.



Dr. Roland Beaulieu (right), pediatric cardiologist and Connie Prior (left), registered echo-cardiography sonographer, examine seven-week-old Evan White, while his mom, Laura, holds him in the new Pediatric Cardiology Clinic.

Focus on *MY CARE*

Access and parking

The Level 1 entrance, called the Simcoe entrance, is now open 6 a.m. – 9 p.m. daily providing better access to the building for those patients requiring care at the treatment clinics on Level 1. Fifty additional visitor spaces were added to the parking lot at the same entrance. There is now ample, barrier-free parking, as well as six dedicated spots for dialysis patients.

Simcoe Muskoka Regional Cancer Program

The cancer program successfully completed upgrades to the electronic Oncology Information System (ARIA) which manages and collects clinical information for each cancer patient. The system is also used by RVH's regional partners, Orillia Soldiers' Memorial Hospital and Muskoka Algonquin Health Centre.

Patient surgery tracker

Family members can now follow a loved one's surgical progress anywhere they have access to the internet through the RVH website. This is ideal for family members who are not able to wait at RVH during the procedure or for those not able to be with their loved ones on the day of surgery.

Little Wonders Wall

New parents can celebrate their baby's birth, or preserve the memory of a baby who passed away too soon, on RVH's updated Little Wonders display. Donations to the Little Wonders program support care and equipment for Obstetrics, the Birthing Unit and the Neonatal Intensive Care Unit.



Katelyn and Jeff Lees show baby Emmett her new flower petal on the Little Wonders display.

Drive Clinical Excellence



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Highlights

Achieving excellence

Pharmacy Accreditation

RVH's Pharmacy program passed its first Accreditation with the Ontario College of Pharmacists ensuring the department is providing a safe and high-quality service.

Enhancing patient care

Specialized Seniors Care

The Specialized Seniors Unit was renovated and re-opened as a 32-bed inpatient unit, specially designed to meet the very unique needs of senior patients with features such as:

- Improved access to washrooms
- An upgraded dining room environment to make it more suitable for multiple activities
- Use of art that not only creates a home-like atmosphere, but also enhances cognitive learning and acts as wayfinding
- Upgraded LED lighting and hardwood-looking flooring to look more like a home

Endoscopy Clinic

A new model of care in the Endoscopy Clinic is improving patient care as nurses are now rotating through the preparation and recovery areas allowing for better knowledge transfer and continuity of care.

Drive Clinical Excellence

Maternal Child and Youth program

RVH is now administering a new screening test - oximetry – to better identify babies that may have critical congenital heart disease. This non-invasive test measures how much oxygen is in the blood and is done before babies are discharged.

Fracture Clinic

To better direct patients and families to and from Imaging Services and other diagnostic areas in the hospital, the Fracture Clinic has added a volunteer desk at the entrance to the clinic.

Decreasing wait times

MRI and CT

To reduce wait times for patients, RVH invested \$700,000 for computerized tomography (CT) and magnetic resonance imaging (MRI) scans. Wait times for both are now well below the provincial averages.

Lab Services

Laboratory Services started a new Point of Care System that provides immediate uploads of patient results into the electronic medical record (EMR), eliminating most paper processes and delivering timelier results.

New services in our region

Child and Youth Mental Health

The provincial government invested \$3.2 million in annual operating funds for a Child and Youth Mental Health program at RVH. Construction is now underway and scheduled to open in late-2017. The eight-bed unit and day program will provide mental healthcare for up to 300 children each year. A day hospital will provide care for troubled kids through 3,000 annual visits.



Ontario Minister of Health and Long-Term Care Dr. Eric Hoskins visited RVH for Child and Youth Mental Health announcement.

Drive Clinical Excellence

Expanded Kidney Care

RVH continues to expand and improve its renal program, adding two new dialysis chairs to the Wellington Street outpatient clinic, bringing the total number to 12. RVH also added a third nephrologist, Dr. Mayur Govind, to meet the growing volumes of patients.

New in-hospital Dialysis program at RVH

Access to kidney care for Barrie and Alliston-area patients improved with the opening of a six-chair in-hospital dialysis clinic, as part of an expansion of the Regional Kidney Care Program – Simcoe Muskoka. Inpatients, or those with complex conditions, can now receive peritoneal dialysis at RVH instead of being transferred to Orillia.

Hemodialysis is also now available at RVH's Surgical Step Down Unit, meaning those patients do not have to be transported to RVH's ICU or Cardiac Care Unit (CCU) for their additional care.

Integrated Stroke program

In order to speed up the transition between hospital and home, a new outpatient rehabilitation service is being piloted on mild stroke patients.

New treatment at RVH for metastatic prostate cancer

RVH is able to provide a new standard of care for patients diagnosed with metastatic prostate cancer. The health centre is now able to offer a new therapy to patients referred to the regional cancer program from the Nuclear Medicine department at RVH.

ACLS Instructor Course

RVH hosted its own Advanced Cardiovascular Life Support (ACLS) Instructor Course. RVH now has 13 certified instructors, including clinical educators, physicians and registered respiratory therapists, who are able to teach important life-saving skills to others.



The ribbon cutting celebration during the opening of the in-hospital Dialysis clinic.

Drive Clinical Excellence

Foundation highlights

Rotary Club of Barrie Fun Run

More than 150 members of TEAM RVH participated, helping RVH once again win the Corporate Challenge for the highest number of participants. Funds raised from the annual event support patient care and equipment purchases at RVH.

Barrie Waterfront Half Marathon

More than 1,000 runners participated in the sixth annual Honda Barrie Waterfront Half Marathon, with proceeds supporting a number of charities including RVH. RVH's cardiac program was the recipient of \$2,500 from the event.

Hockey Night in Simcoe County IX

Hosted by Patrick Brown, MPP Simcoe North and leader of the Ontario Progressive Conservatives, the ninth installment of the event scored big, grossing \$203,500 for RVH, Georgian Bay General Hospital, Orillia Soldiers' Memorial Hospital, and the Barrie Colts Foundation.

Radio for Cardiology

The annual Radio for Cardiology Radiothon, presented by KICX 106 and 104.1 The Dock raised approximately \$62,000 for the Larche Communications Inc. (LCI) Radio for Cardiology pledge. LCI also increased their Radio for Cardiology pledge from \$500,000 to an incredible \$1 million.

MASH Bash

The 30th annual MASH Bash at Snow Valley raised more than \$20,000 for the future Child and Youth Mental Health Inpatient unit at RVH.

Third-party fundraising events

Nearly \$500,000 was raised through third party community fundraising events in 2016, ranging from birthday parties and lemonade stands, to large events like golf tournaments and hockey games.

Battle of the Bands

The Battle of the Bands, featuring many RVH physicians and family members, raised over \$12,000 for RVH in 2016.

Donor recognition event

Approximately 200 loyal supporters attended an event in RVH's main lobby this past October for a special presentation and display of the health centre's 120 year history, which is being celebrated in 2017. During the event, the "David Blenkarn Spirit Award" was presented to Lloyd Lawrence who, in addition to being a generous supporter of our health centre for more than 25 years, is also a former hospital and foundation board member and was instrumental in establishing RVH's Planned Giving committee.



Lloyd Lawrence (second from right) - David Blenkarn Spirit Award recipient



*M*A*S*H Bash*

Value People



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- Engage and support our staff, physicians, volunteers and students in achieving their best through a healthy respectful workplace.
- Maintain a strong commitment to learning and personal development that supports innovation and creativity.
- Pursue and support respectful, effective partnerships while engaging our diverse stakeholders.

Celebrating our staff

Employee Experience

RVH continues to value its people as its most valuable resource, developing an annual engagement plan that includes numerous ongoing initiatives and activities. To ensure staff and physicians have an opportunity to provide feedback, the fifth Employee and Professional Staff Engagement survey was conducted in September 2016. Seventy-five per cent of employees and 48 per cent of physicians responded to the survey, and from their input, every department develops action plans designed to improve day-to-day work life.

Power of Team video series

The Power of Team video series continued this year. Videos feature one-on-one interviews with Janice Skot, RVH President and CEO and members of TEAM RVH. To date, 12 videos have been released and are available for viewing on RVH's YouTube channel RVHBarrieON.



Power of Team video series

Value People

Valuing TEAM RVH

TEAM RVH Appreciation Days held in June honoured RVH's more than 3,000 staff, physicians and volunteers.

RVH celebrated National Nursing Week in May by holding a wide variety of events to celebrate 980 nurses at RVH. During the week we saluted RVH's 658 RNs, 266 RPNs, 40 Resource Nurses, nine Clinical Educators, seven Nurse Practitioners, three RN First Assists, two Nurse Clinicians and a Clinical Nurse Specialist.

RVH hosted Doctors' Day events to thank its exceptional physicians for their inspiring care.

RVH celebrated its 800 member 'Blue Brigade' during National Volunteer Week in April.

Walk in my Shoes

To gain a greater understanding and respect for the work of other team members, 31 staff members participated in the Walk in My Shoes program, shadowing a colleague in another department.

Education Trust Fund

Through generous support from the RVH Foundation, RVH awarded over \$214,000 in education trust fund money benefiting over 80 individuals and 23 teams at RVH. Overall, the funds awarded in 2016 supported 301 staff pursuing professional learning and development.

RVH Film Festival

RVH's fourth annual Film Festival, themed 'Safety is our promise', wrapped up with The Vickies awards ceremony. This year, the Film Festival received seven entries from one clinical and six non-clinical teams. Awards were handed out in three categories – **MY CARE** (to the Renal program), Most Creative (tie between Health Information Management/Decision Support and Occupational Health & Safety) and People's Choice (Patient Food Services). RVH also opened up the film festival to schools in the region and received two entries based on the theme 'What does RVH mean to us?' Unity Christian High School and W.R. Best Memorial Public School were presented with awards at The Vickies for their participation.



The Cardiac Renal team celebrated victory at the Vickies.

Value People

Holiday Market

RVH held its first Holiday Market in December. More than 1,200 staff, volunteers and physicians attended and shopped at the 15 one-of-a-kind artisan vendors (six of whom were staff) and were treated to live musical performances and festive treats.

Saturday with Santa—Children's Holiday Party

More than 50 children of RVH staff and their parents attended the Children's Holiday Party – Saturday with Santa. The event, held in the RVH Auditorium, included story time, photos with Santa, treats and holiday crafts.

RVH at the movies

A portion of the health centre was turned into a movie set for the filming of *Porcupine Lake*. Four RVH staff were asked to be in the film – Mandy Belinger and Christan Edwards from Environmental Services, Josee Dixon from Patient Food Services and Dr. George Karasmanis, who had a speaking role as the physician providing care to the patient. The director made a donation to RVH's Hearts & Minds campaign – specifically the Child and Youth Mental Health Inpatient unit – for use of the facility.

Quarter Century celebration

This year RVH welcomed 25 staff and three physicians into the Quarter Century Club, for those with 25 years of service. This brings the total to 678 members.



RVH acts as a movie set for the film *Porcupine Lake*.



RVH Holiday Market

Value People

Safety is our promise

Mock Code Silver

Code Silver is a new emergency code endorsed by the Ontario Hospital Association referring to a Person with a Weapon. RVH partnered with Barrie Police Services to conduct a training exercise practicing readiness in the event of a Code Silver. All staff have participated in training.

Influenza campaign

At RVH Safety is our Promise and during the three-week flu campaign, nearly 1,600 staff, physicians and volunteers were immunized. Everyone is encouraged to get the flu shot to help keep our patients, family, and ourselves safe during flu season.

Finding efficiencies

I have an idea!

RVH launched the 'I Have an Idea' program for staff, physicians and volunteers to ensure TEAM RVH could participate in suggesting efficiency ideas. RVH received 171 ideas through this program with many opportunities to enhance patient care and save resources and money.

Recruitment

New members of Executive Leadership Team

In September 2016, RVH appointed Dr. Jeffrey Tyberg as its new Chief of Staff.

In January 2017, Darrell Sewell joined RVH as its new Vice President and Chief Human Resource Officer.



Darrell Sewell



Dr. Jeffrey Tyberg



Mock Code Silver training at RVH

Accelerate Teaching and Research



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- Develop RVH's research centre, serving the needs of the region's population
- Build on our unique strengths, expertise and partnerships to provide the highest standards in teaching and training

Highlights

Enhanced learning to improve patient care

RVH IGNITE Research Conference

The third annual RVH IGNITE Research Conference was held in October. The conference featured 10 presentations and 14 poster abstracts from clinical and non-clinical staff. Topics ranged from patient experience, nutrition, chronic disease, cancer and pediatric health.

Family Medicine Teaching Unit

Nine new family medicine residents joined the Family Medicine Teaching Unit (FMTU) at RVH in July to complete the final two years of their journey to becoming family physicians. The program is a partnership with the University of Toronto Department of Family & Community Medicine. Since the program began in 2009, 45 family medicine residents have trained at RVH.

Online learning resources – RVH Health Library

In support of evidence-based online resources for the nursing community, the RVH Health Library launched a nursing e-book subscription. The collection features more than 450 e-books focusing on the needs of nursing professionals.



FMTU residents

Foundational Success Factors



Performance & Quality

RVH approves balanced budget

In 2016-17, RVH achieved its seventh consecutive balanced budget. RVH's Board of Directors also approved the health centre's 2017-18 balanced operating plan, once again demonstrating RVH's commitment to being effective stewards of public funds.



Awards and Recognition



Order of the Spirit Catcher

RVH volunteer Elizabeth Willoughby received the City of Barrie's Order of the Spirit Catcher, recognizing Elizabeth for her commitment to volunteering.



OHA Quality Healthcare Workplace Award

Dr. Stuart Murdoch has been appointed as the new Postgraduate Education Program Director for the Department of Family and Community Medicine (DFCM) at the University of Toronto. This is a very prestigious role and it is the first community-based appointment of its kind for the DFCM.



Auxiliary Award of Distinction

Cathy Caldwell received the RVH Auxiliary's Award of Distinction – the highest honour the Auxiliary has established to acknowledge and recognize the significant contributions of a volunteer who is an Auxiliary Life Member.



Canadian Association of Gastroenterology (CAG)

The endoscopy team was recognized by CAG for its commitment to ongoing quality improvement. The Quality Endoscopy Recognition Award is just one aspect of an overall improvement plan for endoscopy at RVH.



Minister of Health and Long-Term Care Medal

Leah Bergstrom, Aboriginal Patient Navigator, cancer program, was honoured with an Individual Champion Medal for her work in facilitating access not only to cancer services, but to all the basic needs that patients require such as food, shelter, education and other healthcare services.



HAAO Provincial Life Memberships

Pat Guergis; Barb Hambley; Shirley Knapp; Kathy Parliament; and Janice Williams, RVH Auxiliary President – five long-time Auxiliary members – were honoured with the Hospital Auxiliaries Association of Ontario's highest honour – the Provincial Life Membership Award.

Awards and Recognition

OHA Green Hospital Award

RVH was recognized for its efforts in energy and waste conservation with a silver seal from the Ontario Hospital Association (OHA) for its Green Hospital Scorecard results. The Green Hospital Scorecard measures a variety of factors including energy and water use, waste generation and recycling rates. This is a significant achievement as, out of the 150 hospitals in Ontario, only two were awarded gold, 31 silver and 63 bronze.

Auxiliary Awards

At the annual Auxiliary Awards, 32 volunteers were recognized for their outstanding commitment to RVH. Significant Years of Service plaques were also given to Norma Stevenson for 55 years of service; Doris Allen, Sheila Rothwell and Mary Rose Stone for 30 years of service; Molly Couse, Barbara Henderson, Kathy Parliament, Karen Raven, Marian Stubbings and Terry Wilding for 25 years of service.

Physician Recognition

Recent recognition awards for FMTU supervising physicians:

- Dr. Christine Stewart was awarded the 2016 Excellence in Program Development & Coordination by the University of Toronto Department of Family and Community Medicine Undergraduate Education Program
- Dr. André Bedard was awarded the 2016 Award of Excellence by the Ontario College of Family Physicians

Four RVH physicians were recognized recently by the Department of Family and Community Medicine (DFCM) at the University of Toronto for the following awards:

- Dr. Stu Murdoch - recipient of the 2016 DFCM Award of Excellence, Excellence in Leadership
- Dr. Brent Elsey - recipient of the 2016 DFCM Quality Improvement Program Founders Award
- Dr. Zahir Poonja - recipient of the 2016 DFCM Role Modeling Clinical Excellence in the Postgraduate Clinical Teaching Award
- Dr. Matthew Orava - recipient of the 2016 DFCM New Teacher in the Postgraduate Clinical Teaching Award Category

Facilities

RVH Facilities and Building Operations received a Proof Not Promises/Return on Environment Award from GE Power and Water in recognition of RVH's water reduction strategies. The total savings equates to \$107,000.

Corporate Communications

RVH's Corporate Communications team was recognized with three prestigious industry awards, including two Hermes Creative Awards - an international marketing and communication competition - as well as a bronze Award of Excellence from the Canadian Public Relations Society (CPRS).

Awards and Recognition

RVH volunteers win awards

Rosemary Dunsmore received a Leading Women Building Communities Recognition Award through the Ontario Ministry of Women's Issues. This prestigious award acknowledges and celebrates women and girls who demonstrate exceptional leadership in working to improve the lives of others in their communities. This honour was officially presented to her by Barrie MPP Ann Hoggarth.

Robert (Bob) George was recognized with the Governor General's Sovereign's Medal for Volunteers. The award is given to Canadian citizens who have made significant, sustained and unpaid contributions to their community. Bob was awarded the medal for his committed efforts in fundraising for the creation and enhancement of the Peacekeepers Memorial Park. The award was presented to him by Barrie Mayor Jeff Lehman.



Rosemary Dunsmore



Robert (Bob) George