

ANNUAL REPORT 2021–2022

Report from the Chair

My second year as Chair of the RVH Board of Directors has come and gone.

As before, I am forever humbled and grateful for this opportunity.

We had an incredible shining light within the dark days of COVID this year, and that was Renfrew Victoria Hospital's participation in Accreditation. Every physician, every nurse, in fact every employee and every member of the Board of Directors participated in Accreditation. "In person" meetings were held at RVH with the three surveyors from Accreditation Canada from December 6th to 8th. The surveyors asked a multitude of questions, observed many procedures, examined best practices, and looked closely at every aspect of the hospital.

The result, as I am sure you have heard, was a glowing report – full Accreditation with Exemplary Status. It was an incredible time and served once again to open my eyes further to the wonders of our hospital. Every person involved in this endeavour deserves a round of applause and a great debt of thanks for showing Accreditation Canada what a wonderful institution we have in RVH. Every person associated with the hospital lives and breathes the Mission, Vision and Values every day and it shows in the awarding of Exemplary status.

The most recent wave of COVID has had a more serious impact on RVH than when the pandemic began. Initially, patients requiring inpatient care were admitted to one of the COVID designated hospitals in our region.

In the latest wave that struck, beginning around Christmas 2021 and into January 2022 and beyond, there were so many COVID positive patients that given the number of cases overall in our region, RVH started caring for their own, when the patient's conditions warranted it. The resulting impact on staffing due to exposure, or COVID positive employees who were then

required to be off work and isolating, was staggering. True to form, the entire staff at RVH stepped up and weathered an incredible storm proving once again what a dedicated group of employees these people are. As a community, we owe a great debt of gratitude to the physicians, nurses, pharmacy, and housekeeping staff to name but a few, for their hard work and perseverance in an unprecedented situation.

One of the strengths of RVH is the ongoing relationship with The Ottawa Hospital (TOH). This relationship has been forged over many years of working toward synergies that provide the best care to our patients while at the same time ensuring that care is provided locally. One result of this relationship has been an invitation to participate in the "New Campus Development Community Advisory Council". This advisory council was struck to allow input on the development of the new Civic Hospital Campus from the many partners and community associations associated with and affected by the construction of the new hospital. I am honoured that, as Chair of the Board, I have been asked to sit on this Council. In my absence, our Vice Chair, Rob Tripp will represent RVH.

As I look ahead to my third and final year as Chair, and my final year as a member of the board in 2022-2023, I do so with pride and a degree of sadness that it will be my last year. I am and have been extremely proud to volunteer my time at RVH.

With kind regards...



Marg McNab Tubman
Chair, RVH Board of Directors

Message from the President and CEO



I am proud to present our 2021–2022 Annual Report. During the past year, as we continued working and living with COVID, every member of our hospital family deserves our deepest thanks for their commitment to caring for others.

I would like to thank our Board of Directors who, under the leadership of Board Chair, Marg McNab Tubman, volunteered their time to provide strategic direction and unwavering support. Thank you also to the RVH Foundation team and volunteer Board of Directors who generously gave of their time and provided significant funds needed for essential projects. Thank you also to the many members of our Hospital Auxiliary who are amazing ambassadors and provide generously of their time and energy. I would also like to say a special word of thanks to our wonderful community... RVH has once again been blessed by your phenomenal support and we are sincerely grateful for this!

It is hard to find words to adequately express thanks to our hospital's team of physicians, staff, and volunteers. During this past year, our medical staff, under the

leadership of Dr. Radke, provided outstanding and unwavering support to our patients and programs. Along with our physicians, our staff remained dedicated to our core values of providing high quality, safe, effective patient and family-centred care. Your hard work, professionalism and dedication are to be commended. Thank you also to our managers and the senior team for countless hours spent ensuring the entire team was able to deliver hospital services during such unprecedented times. I am so thankful and proud that our hospital family continues to live up to its “can-do” and caring culture.

One of the silver linings of the pandemic is the broadened and strengthened working relationships among our health care partners. These will no doubt set the stage for ongoing improvements in our hospital and across our health care system. I look forward to continuing to work alongside all of you.

Julia Boudreau
President & CEO

There were many accomplishments and moments to celebrate in 2021/2022, but here are a few that we especially want to highlight.

Accreditation

In December, RVH was awarded the highest rating—**ACCREDITED WITH EXEMPLARY STANDING**—from Accreditation Canada. Accreditation Canada surveyors assess organizations to ensure they are meeting global standards that lead to safe, effective care. RVH achieved a 99.6% compliance rate with the standards, and met 100% of the required organizational practices that ensure safe, quality care. Our surveyors noted that these results were particularly impressive amid the COVID-19 pandemic.

In their final report, the surveyors highlighted many positive findings including a refreshed strategic plan, the number of completed capital projects and the availability of funding to support them, the physical environment and hospital infrastructure, the increasing number of integrated partnerships with The Ottawa Hospital, and 31 years of balanced budgets. They were also impressed with our Patient and Family Advisory Committee (PFAC) and noted that RVH is far ahead of other organizations for patient and family engagement. The Epic electronic health information system and the

new hospitalist model of physician care for inpatients also earned praise from the surveyors.

The provision of excellent care is one value that our team operationalizes every day through their work. This value starts at the Board of Directors, filters through senior management, and is shared by our physicians, managers, and staff. We are so proud that the accreditation decision reflected this value. Thank you to the Board, physicians, staff, and all volunteers who participated in our accreditation survey.



PFAC

The RVH Patient and Family Advisory Committee (PFAC) continues to help improve decision-making processes, patient experience, and patient safety. PFAC members strongly advocate for clients and their care needs. The projects they work on add value to client and family experiences. Despite the restrictions with COVID-19 and being unable to come into the hospital for nearly two years, the PFAC committee continued virtually to provide valuable insight and observations on many pertinent topics including our visitor guidelines and restrictions, strategies to improve patients' stays when visiting was restricted, and signage for the public. The committee also played an integral role as mentioned in the hospital's highly successful accreditation survey. We continue to welcome the input of this valuable committee and look forward to continuing this partnership.

COVID-19

Throughout the pandemic, safety for all has been our utmost concern, and we continue to base our decisions on this core value. The last two waves of COVID, since December 2021, have placed the greatest burden on our hospital and health human resources. We have relied heavily on our staff and physicians to work together to ensure ongoing service provision during this period. This has been our biggest challenge, and fatigue is at an all-time high. Our health care workers are the heroes of the past two years, and they deserve our greatest appreciation.

Despite experiencing COVID outbreaks on both our Active Care Unit and Complex Continuing Care Unit, our staff, physicians and occupational health and safety and infection control professionals handled the outbreaks expertly and managed to contain them. Our team has developed a "playbook" which outlines our responses to the pandemic and will serve as an important reference document for years to come.

In addition to managing through several waves of COVID, we continued working with our regional partners to implement safe responses for patient care, we learned to manage COVID-positive inpatients and, together with many partners, we implemented a highly successful vaccine clinic for our residents. This last

French language services designation

RVH is proud that French-language services are officially available to Francophones who access our regional programs. The process of designation started a number of years ago and involved working with the French Language Health Services Network of Eastern Ontario, who assisted with the process of designation. Our two newly designated programs are Addictions Treatment Services (ATS) and Dialysis/Nephrology.

To achieve designation, an initial report and annual report were completed outlining how these programs meet the requirements of the *French Language Services Act*. Once the French Language Health Services Network of Eastern Ontario approved the initial request, it was sent to the Ontario Ministry of Francophone Affairs for review and approval. In its letter of approval, the Ministry recognized the "culmination of effort by several partners working together over the years towards a common goal" and thanked Renfrew Victoria Hospital for our "continued commitment to providing quality French-Language services to Francophones."

This is a significant achievement for our hospital and something to celebrate in terms of providing patient- and family-centred care in our regional programs.

initiative was recognized with the 2021 Local Hero Award from the Renfrew & Area Chamber of Commerce which is presented to a person or team who strived to help their community during the COVID-19 pandemic and made a real difference to their community for the safety and benefit of others... a true inspiration!



2021 Local Hero Award from the Renfrew & Area Chamber of Commerce



RVH vaccine clinic team

Physicians

Over the last year we welcomed several new physicians to our team.

In June 2021, RVH and The Ottawa Hospital (TOH) announced the selection of Dr. Januvi Jegatheswaran to pioneer the newly created role of Site Lead, Integration of our Nephrology program. Building upon many previous successful partnerships such as radiology and surgery, the role enriches the relationship between RVH and TOH and enhances the clinical services provided to our patients. Implementation of the new role coincided perfectly with the retirement of Dr. Nicole Delbrouck, who provided medical leadership to our program for 30 years. Dr. Amtul Musawir assumed the Medical Director role since Dr. Delbrouck's much deserved retirement.

RVH also welcomed Dr. Brianne Clouthier this past year as a primary care physician. In addition to her primary care practice, Dr. Clouthier is working as a hospitalist supporting our inpatient program.

Dr. Di Paolo and Dr. Nixon joined our Complex Continuing Care Unit Hospitalist team, along with Dr. Pinard and Dr. Matosh.

Dr. Catherine Tucker began providing pediatric care in the RVH Ambulatory Care Clinic in May 2021, replacing Dr. Beimers who retired.



Dr. Brianne Clouthier, hospitalist and primary care physician

Hematology-Oncology clinic

In another exciting partnership with TOH, Hematology-Oncology patients from Renfrew County are now able to access care closer to home. Hematology-oncology refers to the combined medical practice of hematology (the study of the blood's physiology) and oncology (the study of cancer). It includes the diagnosis and treatment of cancerous blood disorders (for example, lymphoma and leukemia), and the management of symptoms and resultant tumours, if present.

The creation of this new service came about through the efforts of TOH Hematologist-Oncologists Dr. Manika Gupta and Dr. Isabelle Bence-Bruckler, and the oncology and ambulatory care teams at RVH. Drs. Gupta and Bence-Bruckler saw a need in the number of patients receiving care in Ottawa from Renfrew County, and an opportunity to provide that care in Renfrew through the RVH outpatient clinic.

This service is a wonderful addition to our Oncology program and is highly welcomed by patients and families.

Fiscal stability

We are pleased to report that we achieved a balanced budget for the 32nd consecutive year with a small surplus for the period ending March 31, 2022. The Government of Ontario has recognized the strain and financial burden on health care institutions over the course of the pandemic, and we are confident that we will move forward on a path that ensures hospitals continue to receive funding in line with our requirements.

Capital projects

The following projects were completed in 2021/22:

- Roof Replacement
- Hospital Emergency Generator and Cafeteria Project
- Regional Dialysis Program Water Treatment Replacement
- Vacuum Pumps
- Patient Care Equipment and Purchases totaling nearly \$1 million.

Thank you to our Board for supporting these needs along with our hospital team including our architect and patients, families, caregivers and the community as we worked through these significant projects. Thanks also to our Foundation.



The emergency generator arrives at RVH

Catch the Ace

On December 16, 2021, Gertrude Morrow from Richmond, found the Ace of Spades in the Renfrew Victoria Hospital Foundation's second edition of its highly successful Catch the Ace Lottery. This second lottery raised over \$1.3 million which is helping to fund a renovation project currently underway in our Emergency Department (ED).

Although the overall footprint of the ED will not be impacted, this renovation will include significant improvements which include negative airflow in both trauma bays, additional hand washing sinks, and a refresh of the workstation, triage areas and all patient rooms. These updates will bring the ED up to current standards while improving flow and efficiency in one of the busiest departments in our hospital.

A huge thank you to our partners in the RVH Foundation and their team of volunteers who worked tirelessly behind the scenes every week during the search for the ace. Another big thank you to all the retailers who sold tickets during a time made particularly difficult by the pandemic. And, of course, a huge thank you to our community that continues to provide outstanding support to our hospital. Catch the Ace Trilogy is being launched in May 2022.



Ottawa Valley Ontario Health Team

Our local Network 24 Ontario Health Team (OHT) selected a new name in February 2022, and we are now known as the Ottawa Valley Ontario Health Team (OVOHT). This new name speaks to the collaborative efforts taking place in local health care and to the inclusivity of all who are involved – while also being a simple name for the public to remember and identify with.

More than 50 organizations and individuals have signed on to be partners in the OVOHT. Represented among those partners are hospitals, long-term care homes, paramedic services, primary care providers, agencies

that provide social services, palliative care, homecare, community care, mental health and addictions care, and public health — as well as patients and caregivers.













During this past year, a Steering Committee was established along with several working groups which are focusing on the OVOHT's first year priorities—mental health and addictions, ageing at home, and helping residents connect with family doctors. RVH is excited to be a partner in the OVOHT, and several members of our team are participating on the Steering Committee and working groups.

Fast Facts

Our People
Our Hospital
Our Patients



2021-2022 STATISTICS

 <p>Active Physicians – 29 Honorary Physicians – 2 Consulting Physicians – 63 Casualty Officers – 10 Radiologists – 50+</p>	 <p>55 Beds (Includes 40 Active Beds and 15 Complex Continuing Care Beds)</p>
 <p>Medical Residents – 26 Medical Resident Days – 660 Medical Students – 11 Medical Student Days – 206</p>	 <p>Admissions – 1,510 Average Length of Stay – 11.07 Bed Occupancy – 88%</p>
 <p>Oncology - Chemotherapy – 1,058</p>	 <p>Surgical Procedures – 1,150 Minor Surgery – 269</p>
 <p>Emergency Visits – 18,509</p>	 <p>Dialysis Treatments – 11,909</p>
 <p>Mammography – 2,070</p>	 <p>Diagnostic Imaging Exams – 10,226 CT – 7,940 Ultrasound – 5,190 Bone Density – 590</p>
 <p>Holter Monitors – 282 Echocardiograms – 1,430 ECGs – 5,230</p>	 <p>Sleep Lab – 2,691 Pulmonary Function Studies – 873 Stress Tests – 409</p>