

The RVH commitment to performance



On leadership and success...

Andy Boldt, Chair of the RVH Board of Directors, says the strategic thinking of veteran board members Bob Stark and Gerry Richards laid a strong foundation to set the hospital up for success, along with the guidance and leadership of Randy Penney, RVH CEO and President: "He is an outstanding strategic leader with a vision well beyond others. Randy is keenly committed to maintaining a vibrant medical institution that consistently strives for excellence and sustainability. He has proven his capabilities in achieving these objectives over and over again."

"Success breeds success—you need a successful organization to attract the calibre of individuals that RVH has today, and you need the calibre of individuals that RVH has today to be successful."

Dedicated to excellence in health care

As RVH looks forward to new challenges and initiatives for 2012, it is fitting to look back to see how far we have come to establish ourselves as well-respected providers of quality care and health services to the people of Renfrew and area.

The hospital is managed by a volunteer Board of Directors composed of a dynamic group of community representatives to support the mission, values and vision of the organization.

"While Renfrew Victoria Hospital is only a small hospital, it frequently seeks ways of being on the 'leading edge' of new initiatives. As a result, we have often been a test

"These successes have not been one-off successes, but rather continuous-planned, strategic growth and a clear vision of where we want to take this organization," notes Penney.

Growing health care needs in our community, especially among an increasingly aging population, plus demands for vital services closer to home, along with employing qualified medical staff and physicians to deliver those services is a constant challenge for the small organization.

"It's one thing to say that you want to have a dialysis program, for example, but it is quite another to say that you have staff and phy-

Penney understands the importance of a senior team who are well-educated, prepared at the master's level, remain current, invest in their education so that they are properly equipped to deal with the next trend in health care and stay ahead of the game.

to address it directly," states Ferguson, noting that their approachability and the lack of the proverbial red tape typically means a speedy resolve.

The newest addition to the management roster is Tim Sonnenburg, Vice-President of Financial Services.



"Successes have not been one-off successes, but rather continuous-planned, strategic growth and a clear vision of where we want to take this organization."

— Randy Penney, RVH CEO and President



"I truly believe in the value that every employee brings to the organization, and to the delivery of excellent hospital care."

— Julia Boudreau, RVH Vice-President of Corporate Services

site for innovation and achieved great success with those projects," says RVH Board of Directors Chair, Andy Boldt, giving My Health Board, long-term care and the new Assisted Living Program as examples.

With that approach in mind, the hospital boasts a record of 21 consecutive years of balanced budgets including cash reserves that allow us to respond to opportunities and support innovation, and, most importantly, overall success in addressing local health care issues. The highlights include the implementation of a dialysis program in 1994, establishing a Satellite Cancer Care program, the Emergency Department expansion in 1999, introduction of CT services in 2009, and receiving high marks on the three-year review by Accreditation Canada in December 2010. Now RVH is well on its way to expanding again with the planned construction of a world-class nephrology centre.

sicians willing to take on these challenges, learn new skills, remain current and competent and provide quality service — not for a time-limited period, but rather a commitment forever," Penney says.

Yet the team of executive managers works diligently to meet those needs. Penney feels it is important that the community feels the same way.

"Has the executive team performed well? If so, how well and in what areas?" he challenges, given that the senior management team salaries are funded with public tax dollars.

"We have a management team and hospital staff that are second to none. The extremely high level of commitment, professionalism and ability are consistently apparent in all areas of the RVH operation. This only occurs when goals and responsibilities are clear, performance is measured, and personal contribution is appreciated," Boldt states.

Julia Boudreau is RVH's Vice-President of Corporate Services and works closely with department managers and staff to advocate for the needs within each area, while respecting the needs and resources across the hospital. She also is happy to provide leadership and support when introducing new equipment or implementing new programs or services.

"One of the main reasons I decided to make the move to RVH is because of the excellent reputation for providing quality patient care." The innovation and forward-thinking of management is respected by many hospital managers across the region, he says.

Sonnenburg is proud to now be part of the RVH family and is anxious to be part of many of the future successes of the hospital.

For Penney, future successes will all be dependent on the formula he has used for the past 21 years: "Staying close to our patients and understanding who they are and what their needs are."



"...I decided to make the move to RVH because of the excellent reputation for providing quality patient care."

— Tim Sonnenburg, RVH Vice-President of Financial Services



"We work hard as a team in order to provide innovative programs and services and safe, quality care to meet the diverse needs of patients in our community."

— Chris Ferguson, Vice-President of Patient Care Services

Helping to oversee the operations on the front line is Chris Ferguson, the Vice-President of Patient Care Services at RVH. She's always focused on patient safety, ensuring that the nursing staff is well trained in falls prevention and takes the lead in updating best practice policies.

High patient satisfaction rates are a major priority for the entire management team. "Whenever we do receive a complaint, we don't take it lightly—Randy or I are quick

Another factor in RVH's overall success is working closely with our physicians, and listening to the needs identified by this important stakeholder group.

"And the final piece of the puzzle is being willing to take action on these identified needs, with the full support of our staff, the Board of Directors and the community at large to embark upon new initiatives," says Penney.

Accreditation

- RVH has participated in the Accreditation Canada program to evaluate its performance in delivering quality health care services against national standards of excellence since 1971.
- Trained surveyors examine and assess our organization in a number of areas including patient safety, risk prevention planning, ethics, partnerships with the community and governance. The resulting report highlights areas of strength and identifies areas for improvement.
- RVH has achieved full three-year accreditation, the highest award granted, for 15 of 16 reviews since entering the program.

Indicators of success

Finances

Success can be measured in many ways, and an unmistakable gauge of the many fine accomplishments of RVH is determined by taking a good look at the books.

While many organizations have struggled during recent tough economic conditions, especially small rural hospitals such as ours, RVH has managed to maintain a clean bill of health.

“Well-managed financial reserves combined with an extremely high level of service and professionalism have served the hospital well,” says RVH Board of Directors Chair Andy Boldt.

The new Vice-President of Financial Services, Tim Sonnenburg, says that in light of the economic situation with an increased demand for services, and increasing costs to deliver these services, the hospital is in a very good position.

Balanced budgets for 21 consecutive years, plus available funds in cash reserves means RVH can plan to purchase much-needed equipment upgrades, explains Randy Penney, RVH’s CEO and President. “This will ensure staff and physicians are using the best equipment possible and eliminating the need for our patients to travel long distances to receive the same level of care.”

Taking a deeper look at the strategies behind the financial performance, Sonnenburg observes that RVH has been incredibly diversified in its operations.

From the agreement with the Ambulance Communication Centre (EMS) to introducing RVH Sleep Lab Products, Sonnenburg applauds the strong management skills and innovative approaches to creating revenue that all contribute to a healthy financial performance.

Another example is a 2006 board-approved energy retrofit program, which was completed in June 2007. It was a \$1-million investment to reduce energy consumption in the facility and a few months later RVH received an energy efficiency award for its efforts sponsored by GE Healthcare.

“They have done very well at always looking at the business side of health care,” adds Sonnenburg.

To put it in perspective, when Penney started at RVH more than 20 years ago, the annual operating budget was in the neighbourhood of \$8 million. Compare that figure to last year, when the hospital spent close to \$40 million.

The number of employees has nearly tripled since 1990: “We spend more than \$100,000 every single day of the year and approximately 80 per cent of those expenditures are going straight to salaries. This means we are putting back almost \$80,000 a day into our community. This generates jobs and resulting support of the local economy,” Penney points out.

Renfrew Victoria Hospital statistics: 1990 vs. 2011

	1990	2011
Operating Budget	\$8 Million	\$36 Million
Capital Budget	\$103,000	\$1.2 Million
Staff	150	420
Medical Staff—Active	15	21
Medical Staff—Consulting	10	35
Clinics	5	28
Clinic Visits	1,607	14,651
Emergency Visits	20,000	30,831

For the purchase of equipment, the Ministry of Health and Long-Term Care provides no additional funding for these ventures. That’s why fiscal responsibility and contributing to cash reserves allows RVH to take on expansion projects.

Generating surplus funds means we can be innovative with our proposals, explains Penney, highlighting the CT scan project. “We can also buy new equipment to ensure

RVH staff and physicians are using the best, safest equipment possible when caring for patients.”

“The residents of Renfrew are proud of their hospital and what it has achieved,” Boldt says. “As a result, they have consistently supported the hospital through direct donations to the RVH Foundation and other fundraising efforts.”

RVH revenue

Ministry of Health—Hospital Operations funding	80%
Patient Services (OHIP and patient programs)	16%
Sales of services and supplies	3%
Other sources	1%



I would like to acknowledge the contributions of previous boards which placed us on a sound fiscal footing, thereby enabling our impressive record of balanced budgets and cash reserves to fund our initiatives. Another capital expenditure which has benefitted the community was the construction of the new professional building which has been instrumental in attracting new physicians to our area.

— Bill Welsh, RVH Board of Directors Vice-Chair

Programs and services

The health care needs of the community are incredibly diverse and RVH has a reputation for providing a number of quality programs and services for both in-patients and out-patients.

From obstetrics to complex continuing care, the high level of preparedness and knowledge demonstrated by hospital care providers is outstanding, as reported by surveyors during the last accreditation process.

One of the largest programs at RVH is the Regional Centre for Renfrew County

Nephrology Services that last year alone provided more than 17,000 life-saving treatments to patients with kidney disease.

Our emergency department saw more than 30,000 visits last year and nearly 15,000 patients through the 25 specialist clinics and visiting physicians.

Introduction of the on-site CT scan suite has been a welcome addition and valuable resource for attending emergency room doctors and patients who would have had to travel a distance to undergo the same procedure.

Demand for our sleep lab continues to grow and we have taken an extra step in bringing required equipment for those patients on site with our RVH Sleep Products, saving people the trip to find these same items.

The newest program offered through RVH is the Assisted Living Program (ALP), which allows eligible seniors to remain in their homes and provides assistance for daily living activities. One-fifth of Renfrew and area residents are age 65 and older, therefore this is a very unique solution to a growing concern.

“We’ve had a lot of successes within the program so far,” comments Chris Ferguson, Vice-President of Patient Services.

Early analysis shows a marked decrease in hospital admissions, length of stay and visits to an already-crowded emergency room. Client satisfaction surveys also show positive response to the service with clients indicating that they feel safe and comfortable in their own homes with the support of the ALP.

Terri-Lynn Sukkel, the Assisted Living Program Coordinator, says the program is designed to serve up to 20 people living in close proximity to the hospital. One of 10 Personal Support Worker (PSW) staff visit the client on a daily basis, and those PSWs have around-the-clock access to a registered nurse for assistance with problem solving.

Their support worker helps with daily living tasks like dressing and personal hygiene,



Terri-Lynn Sukkel, RVH’s Assisted Living Program Coordinator

light housekeeping tasks, shopping, laundry and meal preparations. As part of the program, the PSW will also accompany clients to medical appointments and provide safety and reassurance checks through a phone call or in person visit.

“Our program allows clients to remain in their homes, a choice they may not have had if the service were not available,” Sukkel says.

“RVH is pleased to be able to deliver this unique and innovative service as a direct response to the needs of our community,” says Ferguson.



The current 14-station dialysis unit at RVH.

Recruitment

Hiring well-educated, competent employees to provide essential care services to our community is something Renfrew Victoria prides itself on.

When it comes to recruiting much-needed physicians to the area, the organization has taken a novel approach and looked to the surrounding municipalities and community leaders to assist in attracting new physicians and specialists to RVH.

The strategy is working. In early January, the Renfrew & Area Health Services Village announced the signing of two new family physicians who have already moved into town and begun their practices in the Professional Building.

“It only took two or three days of working at the clinic, and we knew that we wanted to come here and set up our practice. We bought our house within a week and we hope we get to spend our whole careers here,” commented Dr. Jessica Bodig at a media conference on January 9 to officially announce her and Dr. Phillippe Pinard’s signing.

RVH CEO and President Randy Penney commends the board for its vision in building a state-of-the-art clinic to entice new physicians, and the Renfrew and Area Health Services Village for its fundraising and recruitment incentives, as well as the collegial atmosphere that exists amongst physicians at RVH for recent success in signing on new doctors.

Both Penney and RVH Foundation Director of Development Barb Desilets sit on the Health Village Board as RVH representatives to provide input from the hospital’s perspective.

Julia Boudreau, Vice-President of Corporate Services, recognizes the importance of the hospital’s middle management group and how it correlates to staff retention throughout the organization.

“Our HR department can provide the tools, but the middle managers are the face



Above, RVH CEO and President Randy Penney, Greater Madawaska Township Councillor Bruno Kierczak, Chair of the Renfrew and Area Health Services Village Karen Maxwell, Admaston-Bromley Mayor Raye-Anne Briscoe, Town of Renfrew Mayor Bill Ringrose and Horton Township Mayor Don Eady witness the official signing of Dr. Jessica Bodig and Dr. Phillippe Pinard on January 9. Below left, Valerie Audette, MHA student, University of Ottawa, Telfer School of Management. Below right, Dr. Shanti Nemani, Internist, began duties at RVH on October 3, 2011.

of policies and procedures, so it is vital for us to have strong middle managers who ‘fit’ with the culture of the organization,” she adds.

One of those middle managers is Kim Dick, nurse manager of the emergency department. She reports to Chris Ferguson, Vice-President of Patient Care Services and appreciates her approachable, supportive style of leadership.

“She’s genuinely interested in the day-to-day operations on the floor and constantly seeks input from not only me, but all of the staff in my unit,” Dick says.

Valerie Audette completed her MHA residency at RVH in December 2011. The residency is viewed as a learning experience more so than a job—an opportunity to observe leaders in action.



When it comes to choosing a facility, Audette points out that RVH is a “hot spot” and many candidates vie for the position here.

“It has a good reputation as a small hospital with an amazing management team.” Audette notes that she saw a real connection between management and frontline staff, and that transparency is achieved through ongoing communications such as Town Hall meetings with staff and internal hospital newsletters.

The physical attributes of the building itself are appealing to new recruits as well, comments Boudreau. “The hospital is clean,



well-equipped, well-lit, has an incredible cafeteria, a lounge area and lovely atrium space where we hold many of our public events.”

Staff are also enticed by the focus on continuing education through tuition assistance funds and the corporate focus on wellness and recognition programs, says Boudreau.

“A major factor impacting recruitment and retention of our staff and physicians is rooted in our positive working relationship between the departments, which stems from respecting one another’s roles as part of a team providing health care.”



“In my role as chief of staff working with the board, physicians and management, I find the management team to be receptive and attentive to concerns or suggestions received. They respond openly and progressively.”

— Dr. John Collins, Chief of Staff

Late-career nursing fund



Judy Sauve (right), late-career registered nurse, was a clinical facilitator for the RVH Critical Care Fair on January 11.

One of the most valuable resources at RVH is our outstanding team of veteran nurses. We take every opportunity to utilize the many years of frontline skills to teach and provide training to their coworkers within the hospital.

Funding is available through the Late Career Nurse Initiative of HealthForceOntario for educational activities such as RVH’s Critical Care Fair Education Day held on January 11.

Six registered nurses (RN) and one registered practical nurse (RPN) planned and demonstrated various pieces of equipment.

Through the program, senior staff are paid for time spent organizing and planning educational opportunities so funds are available in the hospital’s budget to fill in their positions on the floor with other nursing staff, explains Jessica Gilbert, Clinical Nurse Manager of the Acute Care Program at RVH. They can also take advantage of funding for their own continuing education and then come back and teach the rest of the staff on the floor, she explains.

“These nurses have spent their whole careers learning and doing, so who better to educate our care providers?” says Gilbert.

Judy Sauve specializes in neonatal resuscitation and has been nursing at RVH for more than 20 years. She says that this program is a great opportunity for her and her fellow late-career nurses. “We get to participate in activities and take on projects that we wouldn’t otherwise be able to do.”

For the past 31 years, Denise Bowes has been at RVH and also appreciates the time she is given to take on projects that are needed to better care for patients. She developed a transfer box full of emergency medication and equipment for the critical care floor. Only one had existed in the hospital prior to that, and they would need to borrow it from the Emergency unit when transferring critical care patients.

“It’s nice that when there is a need like that, we can take it upon ourselves to get the job done, and it gives another person on staff an opportunity to pick up extra hours,” Bowes comments.

Utilizing our internal resources has many benefits and the one is that the rest of the staff are much more receptive to learning from their peers, adds Gilbert. “Everyone is much more comfortable taking instruction from someone they know and they can address our own challenges much more efficiently.”

Equipment and expansions



June 2007—Official ribbon-cutting ceremony of the Professional Building, offering a state-of-the-art turn-key operation for new physicians.



June 2009—Groundbreaking ceremony for the new CT scan unit. The CT scanner went into active duty in October 2009.



October 2009—Then-Town of Renfrew Mayor Sandi Heins, Rachel Leclaire, Manager, Sleep Program, and Kim Yakaback, Registered Sleep Technologist, officially open RVH Sleep Products.

Health care is an ever-changing industry. As a leader and innovator, RVH works hard to implement new technology and proactively deal with physical space constraints in an effort to stay in line with industry standards.

Vice-President of Corporate Services Julia Boudreau says that each department across the organization plays a role in identifying, prioritizing and then implementing new projects—whether they be small equipment upgrades or major expansion projects. Management relies on their expertise, knowledge and understanding of the issues.

“Our role as senior managers is asking the tough questions,” she says, examining if there is a business case to support this project/equipment, or develop that business case. “Then we advocate for the project/equipment once the business case substantiates it, securing the funding (garnering support of the Board in some cases), and then supporting departmental managers in the planning, acquisition and implementation of projects/equipment installation.”

There are a few factors that are taken into consideration when deciding whether or not to move forward with the project: does it fit with the strategic plan of the organization; does it relate to safety (of either patients or staff); is it meeting an unmet need in the external environment; does it contribute to cost savings or revenue generation (is it justifiable from a business case perspective); what is the impact on quality of care (digital mammography is a good example); is it necessary for the maintenance of a program, introduction of a new program, or present/future recruitment of professional staff; or is it simply the cost of doing business (it is legislated, or current equipment is at end-of-life and there will be no replacement parts available).

“The Board carefully reviews all major expenditures for expansion and new equipment to determine if it is in the

best interest of the community—not just in terms of a service level—but affordability and sustainability,” comments RVH Board of Directors Chair Andy Boldt.

Increased patient needs for dialysis treatments prompted a major expansion of the dialysis unit a decade ago. Plans are now underway for an all-new addition to the hospital, which will house a world-class RVH Nephrology Centre, expected to be completed in 2013.

“These are complex issues that require lobbying and positioning,” explains RVH CEO and President Randy Penney.

Along the way there have also been many improvements and upgrades behind the scenes to the computer systems and time spent implementing new technology to allow our staff and physicians the most efficient forms of communication, whether it be in-house or connecting with The Ottawa Hospital through telemedicine programs.

According to Boudreau, the execution of smaller projects like the upgrade of the admitting/switchboard area late last year spans several departments and took many months to plan and implement.

“The time and energy put into renovating this small space is phenomenal,” she says, explaining that expertise was sought every step of the way from admitting, switchboard, ambulatory care, IT, housekeeping, infection control, physical plant and grounds and our materials management team.

“My experience at RVH is that staff are always willing to work together to get the job done—if it means giving up space temporarily, or providing staff, or working extra hours,” concludes Boudreau. “I always find the staff are so proud of what they do, and they’re willing to work with you when provided with the tools to get the job done.”

Major building projects

2001

New Emergency Ambulatory Care wing added 13,000 square feet of space for emergency care and clinic space.

2005

Café Victoria expansion increased seating area by enclosing the patio and adding a new deck. More than \$550,000 for this project was funded entirely by the hospital.

2007

Professional Building opened, housing doctors’ offices and other health-related services.

2009

Introduction of CT scan services in new space constructed adjacent to the Diagnostic Imaging department. Nearly 3,000 inpatients and outpatients benefitted from having the technology available in Renfrew in the first year.

The RVH Foundation

Incorporated in 1987, the Foundation has a long-standing tradition of meeting its mandate to receive and manage funds to support the hospital, providing for equipment and services. The ongoing support of the community is evident and, most importantly, you can see the results of your support here, in your own community, as you or someone you know benefits from the latest technology, equipment and highest quality of care at our local hospital.

The foundation prides itself on the high standards it has set and works hard to be accountable to the donor community—keeping you informed of the activity and projects at RVH, and the difference it makes so you can make wise investments with your donor dollars.

Our standards are set and practised in our day-to-day operations and are validated by the professional organizations with which we are affiliated. Our membership ensures we have adopted and practise the ethical standards set out by the industry.

- **The Association of Fundraising Professionals (AFP)**

The association fosters development and growth of fundraising professionals and promotes high ethical standards in the fundraising profession.

- **Imagine Canada**

Supports and strengthens charities and nonprofits so they can, in turn, support Canadians and the communities they serve. The issues addressed include funding, human resources, volunteerism, governance, sector accountability and better understanding of the sector through research.



Call to Action

LEARN  KNOW  ACT



Our thanks to all those who have supported the Call to Action campaign for the Digital Mammography Fund to date, either by spreading the word, organizing or participating in an event, or making a donation.

The community support of our Tree of Lights event has been tremendous and is ongoing to the end of March.

Please check the RVH website at <https://www.renfrehosp.com/newsandevents.php> for upcoming events.

Your dollars make a difference!



**The Renfrew
Victoria
Hospital
Foundation**

Make RVH your charity of choice. Please call the RVH Foundation office at 613-432-4851 ext. 263, or visit us online at www.rvhfoundation.com to learn more about how you can contribute to the RVH difference.