



2025-2026

# ANNUAL REPORT

---

*TO PROVIDE THE BEST POSSIBLE HEALTH CARE  
EXPERIENCE FOR OUR PATIENTS AND THEIR FAMILIES.*



# TABLE OF CONTENTS

---

Land Acknowledgement	1
Message from the Integrated President & CEO of SFMH & RVH	2-3
Message from the RVH Board Chair	4
Message from the RVH Chief of Staff	5
Strategic Plan	6
Quality of Care	7-8
Strength in People	9
System Integration	10
Financial Performance	11
Financial	12
Our Care by the Numbers	13-14
Addictions Treatment Services (ATS)	15
Renfrew County Youth Wellness Hub Ontario (YWHO)	16
Patient & Family Advisory Committee	17
Patient Story	18
In Their Own Words - Patient Satisfaction Survey Feedback	19-20
Looking Ahead	21
Contact Us	22

# LAND ACKNOWLEDGEMENT

We acknowledge that the land we live, work, and play on is the unceded, traditional territories of the Algonquin Nation.

We are grateful for the opportunity to provide care on this land, and we thank the generations of People who have been Stewards of the land for thousands of years.

We recognize and deeply appreciate their historic connection to this place, and respect the traditional knowledge and healing developed over generations.

We also recognize the contributions of Métis, Inuit, and Indigenous Peoples of many backgrounds and from many treaty and non-treaty lands and territories who have shaped and strengthened this country.

We make a collective commitment to do our utmost to uphold the recommendations of the Truth and Reconciliation Commission.



# A MESSAGE FROM THE INTEGRATED PRESIDENT & CEO OF RVH & SFMH

Over the past year, Renfrew Victoria Hospital (RVH) has remained focused on improving care for our patients and strengthening the health of our community. Guided by our strategic priorities, we continue to advance high-quality, people-centered care while maintaining strong governance and accountability. This includes enhancing oversight, supporting ongoing education, and aligning our bylaws and policies with provincial best practices.

As our current strategic plan—grounded in the pillars of Quality of Care, Strength in People, System Integration, and Financial Performance—approaches its conclusion at the end of this year, we are actively working to renew and strengthen our strategic direction. This work is focused on developing a plan that reflects the evolving needs of our community and aligns with the priorities of Ontario Health and the Ministry of Health. We are committed to ensuring this next phase is informed by those we serve, and we will provide opportunities for patients, families, staff, and community partners to contribute their perspectives and help shape the future of RVH.



*Suzanne Madore,  
Integrated President & CEO  
of RVH & SFMH*

Quality of Care remains at the centre of everything we do. Over the past year, we made meaningful progress in improving access to services and enhancing the experience for patients and families. Targeted efforts in surgery, cancer care, and diagnostic imaging have helped reduce wait times and improve outcomes.

We strengthened our partnership with The Ottawa Hospital Regional Cancer Program, enabling more patients to receive care closer to home. This includes expanding the range of treatments available at RVH, including care for patients with multiple myeloma. In addition, our nursing team, in collaboration with our Patient and Family Advisory Committee, is supporting the implementation of a provincial guideline that advances best practices in person-centered care.

We also introduced a caregiver support program, led by our social work and palliative care teams, to better support those who play a vital role in the care journey. This program enhances system navigation, fosters peer connection, and helps reduce caregiver burnout and isolation.

Access to diagnostic imaging has improved through expanded service hours, with evening availability now extending to 11 p.m., and the introduction of vascular sonography services locally—reducing the need for patients to travel outside the community for specialized care.

Through our focus on Strength in People, we continued to invest in our workforce—recognizing that our staff, physicians, and volunteers are the foundation of the care we provide. We prioritized engagement, supported staff wellness, and strengthened leadership capacity to ensure our teams are well-positioned for the future.

We advanced our models of care and made targeted investments in physiotherapy, medical imaging, pharmacy, personal support worker (PSW), and nursing resources. We also enhanced security within our Emergency Department to support a safe and responsive care environment. A comprehensive operational and clinical services review was completed to guide future investments and ensure our services align with the needs of the community.

We remain committed to recognizing the contributions of our people. Throughout the year, we celebrate their dedication and achievements, culminating in our annual Worklife Celebration, where we honour years of service, professional accomplishments, and the ongoing commitment of our teams.

Advancing System Integration continues to be essential to improving care coordination and access. We strengthened regional partnerships, most notably with St. Francis Memorial Hospital through a fully integrated senior leadership team. This collaboration is enhancing alignment and supporting more seamless and equitable care for rural communities.

We also advanced key initiatives to support system integration and future growth, including the recruitment of a Capital Project Coordinator to support the planned redevelopment of the second and third floors. This work will ensure our infrastructure continues to meet the evolving needs of patients and staff.

Collaboration with our partners remains critical. We have strengthened our work with Renfrew County Paramedic Services and regional hospitals to improve care transitions and coordination. We continue to play an active role within the Ottawa Valley Ontario Health Team (OVOHT), contributing to regional planning and system transformation.

Our partnerships through the Eastern Ontario Regional Laboratory Association (EORLA) and the implementation of the regional electronic health record (EPIC) are improving information sharing and continuity of care. At the same time, we have strengthened our cybersecurity posture through enhanced awareness, protection, and infrastructure developed in partnership with regional networks.

Together, these efforts are building a more connected, resilient, and responsive healthcare system—one that better serves our community, closer to home.

We also remain committed to strong Financial Performance, demonstrating disciplined stewardship of resources while continuing to support innovation and service delivery. Our focus on sustainability ensures that RVH can continue to provide high-quality care today and into the future.

These achievements reflect the dedication of our staff, physicians, volunteers, Board of Directors, and partners. Their commitment enables RVH to deliver on its priorities and respond to the evolving needs of those we serve.

As we look ahead, we will continue to build on this foundation—strengthening care, deepening partnerships, and advancing our shared vision of healthier communities with access to quality healthcare, closer to home.

Thank you for your ongoing support. We are fortunate to have a community that continues to believe in and support its hospital, and a dedicated team of staff and physicians committed to providing the care we would expect for our own families.



**Suzanne Madore**

Integrated President & Chief Executive Officer of  
Renfrew Victoria Hospital and St. Francis Memorial Hospital

# A MESSAGE FROM THE RENFREW VICTORIA HOSPITAL BOARD CHAIR

On behalf of the Board of Directors, I am pleased to share this report and to recognize the heart of Renfrew Victoria Hospital - our dedicated staff and caring volunteers. Your compassion, commitment, and hard work bring our mission to life every day and makes a real difference in the lives of those we serve.

This past year has been especially meaningful for RVH, and one of its highlights was welcoming Suzanne Madore as our President and CEO. Suzanne brings more than 30 years of outstanding leadership experience, along with a genuine ability to inspire those around her to think differently, grow, and embrace new possibilities.

We were also honoured to welcome Dr. Amanda Low as RVH's Chief of Staff following the retirement of Dr. Steve Radke as Chief of Staff. We extend our heartfelt thanks to Dr. Radke for his many contributions and for the leadership, wisdom, and service he brought to RVH over the years. Dr. Low has stepped into this role with confidence and compassion, bringing thoughtful leadership, renewing the focus of the Medical Advisory Committee, and helping ensure that our Medical Staff and related RVH policies reflect the highest standards of care and excellence.

This has been a transformational year for the Board. Together, we focused on strengthening governance practices and policies, including two Board education retreats, that contributed to a collaborative and informed approach to RVH governance. In preparation for Accreditation, a process that evaluates and recognizes health-care organizations for meeting standards of excellence, the board participated in a governance self-assessment exercise to better align identified training and learning opportunities.

In partnership with our internal and external stakeholders, we have begun developing a new strategic plan that will help guide our resources and strengthen our ability to live our mission, vision, and values while working toward RVH's mid-range goals to advance patient centered care, closer to home.

Another exciting development has been stronger engagement with our community through local events and a more active Facebook presence. Our community's voice is central to RVH, and we are grateful to everyone who has connected with us through these channels.

Our RVH Foundation continues to remain central to RVH, and I want to sincerely thank Executive Director Patti Dillabough, her staff, the Foundation's Board of Directors and their volunteers. Their efforts are essential to our shared success.

The RVH Board will undergo a transition at the upcoming annual general meeting, where three Directors will retire. We thank Tom Faloon, Chris Huckabone, and Kathleen Windle for their years of commitment and dedication to RVH. Their contributions at the Board table have made our organization stronger. Over the past year, our Board Recruitment Committee has proactively onboarded three new Directors - Rob Zohr, John Grant, and Elaine Tracey - each of whom brings significant experience to the Board.

As we reflect on our recent progress - from stronger community engagement to enhanced governance and patient care - it is clear that none of it would be possible without the dedication of our hospital staff across the organization and our volunteers. You strengthen our work, inspire our Board, and help define the standard of care and excellence we strive to uphold.

Thank you for your continued dedication, hard work, and belief in the Renfrew Victoria Hospital. It is an honour to serve alongside such an outstanding team.

*Rob Tripp*

**Rob Tripp**

Renfrew Victoria Hospital Board Chair



*Rob Tripp,  
Renfrew Victoria Hospital  
Board Chair*

# A MESSAGE FROM THE RENFREW VICTORIA HOSPITAL CHIEF OF STAFF

This has been an exciting and productive year for the medical staff at Renfrew Victoria Hospital, I am honoured to present a report at the Annual General Meeting.

As my first year in the role of Chief of Staff, it has been a period of significant learning and growth. A key focus has been on understanding our organization, listening to our physicians, and identifying opportunities to strengthen our medical staff structure, processes, and culture. A major achievement this year has been the establishment of a Medical Affairs Office, supported by a dedicated Medical Affairs Coordinator. With this enhanced administrative support, we have been able to redesign and streamline our credentialing and privileging processes, aligning them more closely with best practices. We have also advanced a comprehensive review and modernization of medical staff policies and procedures.

In parallel, meaningful progress has been made in improving physician onboarding and orientation, with a focus on ensuring a positive and supportive experience for new medical staff. Recruitment has also been integrated under the Medical Affairs portfolio, enabling a more coordinated and strategic approach that emphasizes onboarding, engagement, and long-term retention.

We have continued to successfully recruit new physicians to our organization, including additions to the Emergency Department within the hospital and family physicians to the broader community.

From a clinical and operational perspective, there has been a strong focus on innovation and quality improvement. The Regional Dialysis Program continues to be a standout service for our region. In response to evolving patient needs—particularly increasing complexity and the demand for longitudinal care—we developed and implemented a longitudinal care model on the Complex Continuing Care unit, which has proven highly successful. We have also expanded the range of chemotherapy services that can be delivered locally at RVH.

Importantly, we have maintained stable physician coverage, with no gaps in the Emergency Department or on the hospitalist service, which reflects the dedication and collaboration of our medical staff.

Looking ahead, we remain committed to building on this foundation—strengthening our systems, supporting our physicians, and continuing to enhance the quality of care we provide to our patients and community.

*Dr. Amanda Low*

**Dr. Amanda Low**

Renfrew Victoria Hospital Chief of Staff



*Dr. Amanda Low,  
Renfrew Victoria Hospital  
Chief of Staff*

# STRATEGIC PLAN

## Mission, vision and values

### Our mission

To provide the best possible health care experience for our patients and their families.

### Our vision

Renfrew Victoria Hospital will be a model of excellence in health care.

### Our values

**Quality:** We are committed to continuously improving the quality of health care we provide.

**Safety and Wellbeing:** We make every effort to support the safety and wellbeing of all individuals within our environment.

**Leadership and Accountability:** We champion innovation and collaboration to anticipate and respond to the changing needs of our community in a fiscally-responsible manner.

We foster a culture of empowerment, innovation and teamwork that promotes resiliency.

**Respect:** We respect the rights, dignity, diversity and values of each individual.

**Engagement:** We believe care is enhanced through the active participation of patients and their caregivers.

We value the contribution of each individual and our community partners in the organization.



## Quality of Care

We will deliver the highest quality care to achieve the best possible experience and outcomes for our patients and their families. We will:

- Employ best practices to promote safe care and optimize outcomes
- Expand the use of evidence-based practices and measurable outcomes to drive continuous quality improvement
- Actively inform, engage and support patients and caregivers, respecting their values, preferences, diversity and needs to enable the care team to provide compassionate, culturally competent, collaborative, and timely patient-/family-centred care
- Deliver coordinated, responsive and integrated care in the right place at the right time to support the successful and seamless transition across the continuum of care

## Strength in People

We will champion an environment that positions RVH as the organization of choice for staff, physicians, volunteers and partners where everyone is empowered to be the best they can be. We will:

- Sustain and enhance an inclusive environment that values and supports diversity, physical and psychological health, safety, continuous learning, and wellness
- Inspire a culture of mutual respect, empowerment and engagement that encourages collaboration, accountability and innovation
- Employ strategies to attract and retain the best possible individuals
- Communicate clear expectations and provide meaningful recognition of our people
- Promote opportunities and support ongoing development and education to meet the changing needs of our health care team and our community

## System Integration

We will strengthen relationships and embrace innovative opportunities to advance the delivery of seamless, equitable health care that is responsive to our community's needs. We will:

- Create a climate that encourages access to collaborative, coordinated health care
- Expand the use of evidence-based performance measures and best practices
- Mobilize technology and equipment that enhances quality, safety and efficiencies in care
- Invest time and resources to deepen strategic relationships with key partners
- Advance equity, inclusion, diversity and accessibility
- Promote environmental stewardship

## Financial Performance

We will demonstrate financial discipline and innovation to support high quality care that responds to the evolving needs of our patients and their families. We will:

- Optimize existing revenue streams while exploring new opportunities
- Deliver financial transparency and accountability to our stakeholders
- Nurture a strong community relationship that encourages continuous investment in RVH
- Promote a culture and employ strategies that optimize utilization of resources
- Employ performance measures and benchmarks that effectively focus our actions on improving financial performance
- Strategically invest in infrastructure, equipment and technology to provide a safe environment and high quality care

# QUALITY OF CARE

At Renfrew Victoria Hospital, Quality of Care remains a key priority in delivering safe, patient-centered services. A strong commitment to improving the patient and family experience includes integrating their voices into planning and decision-making, while advancing patient safety across all programs. Through a focus on performance, transparency, and equitable access to care, the organization continues to strengthen the quality and timeliness of care for the community. Highlights from the past year include:



## Access to Care & Clinical Capacity

- Extended CT hours to 11:00 p.m., improving access and reducing transfers.
- Ongoing work to expand imaging services overnight.
- Added full-time Vascular Sonographer to enhance imaging of speciality services.
- Expanded physiotherapy capacity.
- Invested in direct patient care by increasing Personal Support Worker hours in the Complex Continuing Care unit.
- Invested in direct patient care by increasing nursing hours in our Emergency Department.
- Continued focus on reducing wait times across services.
- Commitment to improving timely access and care closer to home.
- Additional investments in security enhancing safety during off hours.



## Clinical Service Enhancements

- Strengthened oncology services through added pharmacy and clinical supports.
- Implemented MeshAI to support Oncology, Hospitalist, and Nephrology care.
- Engaged MRI consultant to inform future imaging capacity planning.
- Continued strengthening of surgical and perioperative services.
- Completed a comprehensive Clinical Services Review.
- Increased Operating Room (OR) utilization to 93%.
- Opened a Chronic Kidney Disease Screening Clinic at Pikwakanagan.



## Patient & Family Centered Care

- Strengthened essential caregiver partnerships in collaboration with PFAC.
- Improved communication for clear, timely, and consistent patient information.
- Expanded Assisted Living leadership roles.
- Reinvigorated and reinforced best practices to support safe and effective transitions in care.
- The Patient and Family Advisory Committee contributed to the development of patient information booklets.



## Community-Based Care & Partnerships

- Advancing initiatives to support patients in remaining at home longer and improving overall health outcomes.
- Developing a collaborative pilot proposal with Ontario Health at Home, Community Paramedics, Renfrew County Housing, and other community partners, with defined key performance indicators for evaluation and scalability to reduce ALC and positively improve on failed discharges.
- As a key partner within the OVOHT, access to care for unattached patients continued to improve.



# QUALITY OF CARE CONTINUED



## Quality, Safety & Accreditation

- Ongoing strengthening of policies and processes related to clinical care, human resources, and capital planning.
- Advanced preparation for Accreditation 2026, including completion of Global Workforce Surveys, self-assessments, and gap analyses, with action plans underway.
- Continued to embed patient experience as a core priority through the annual Quality Improvement Plan, with a focus on meaningful improvements in care and outcomes.
- Implemented Tendable, a streamlined online audit system that enables faster, clearer, and more efficient audits, supported by real-time analytics, simplified data review, and improved workflow efficiency. The platform strengthens Accreditation readiness and supports continuous quality improvement across the organization.
- Launched a joint Quality, Risk and Safety Committee.



## Clinical Technology & Infrastructure

- Upgraded nurse call system to improve patient safety and responsiveness.
- Piloted software Dragon Copilot to improve physician documentation.
- Continued investment in clinical technologies and care environments.
- Continued improvements through the Atlas Alliance Partnership, enhancing patient access to their own health information.



## Leadership & Governance in Care Delivery

- Continued alignment between clinical leadership and executive teams to drive quality and performance.



# STRENGTH IN PEOPLE

At Renfrew Victoria Hospital, Strength in People remains a foundational pillar of the strategic plan. A strong commitment to recruiting, developing, and retaining a qualified and inclusive workforce supports a healthy, safe, and supportive workplace. Through a continued focus on staff engagement, leadership development, and a culture of innovation, learning, and continuous quality improvement, strong teams are being built to meet the evolving needs of patients and the community. The following highlights reflect progress made this year in advancing people-focused priorities and investing in those who deliver care every day.



## Leadership Development

- Leadership teams from SFMH and RVH participated in four joint leadership development days.
- Introduced monthly management training sessions to support ongoing leadership development and consistency across teams.
- Launched a talent management program and leadership succession planning.



## Engagement & Culture

- Organization-wide engagement survey launched; results shared to support transparency and action planning.
- Communication identified as a key improvement priority across the organization.
- Ongoing work with strategic partners, peer organizations, and subject-matter experts to strengthen culture and practices.
- Year-round wellness initiatives to support staff well-being, engagement, and a positive workplace culture.



## Workforce Growth & Recruitment

- Recruitment and retention remain key priorities across clinical and non-clinical roles.
- Expanded staffing to support care capacity, including nursing, PSWs, physiotherapy, and specialized roles.
- Ongoing workforce planning to address staffing pressures and future needs.



## Leadership & Structure

- Strengthened leadership model with new and integrated roles across clinical and corporate areas.
- Continued integration across departments, including Finance, Materials Management, and Medical Imaging, IT, and Professional Practice.



## People Experience

- Investments in benefits, compensation, and staff recognition programs.
- Introduction of Benefits Specialist and non-union pay review.
- Ongoing investment in leadership development and employee engagement initiatives.



## Recognition, Wellness & Community Engagement

- Enhanced staff recognition and community awareness initiatives.
- Engagement with students and community partners to promote healthcare careers.
- Team-building and wellness activities to support a positive work environment.



# SYSTEM INTEGRATION

At Renfrew Victoria Hospital, System Integration is key to delivering coordinated, patient-centered care. Through strong partnerships, we are advancing a more connected system that improves access, experience, and outcomes for our community. The following highlights reflect our progress over the past year:



## Leadership Integration & Alignment

- Implemented a fully integrated RVH–SFMH Senior Leadership Team (December 2025).
- Strengthened collaboration across programs to reduce duplication and improve patient care.
- Ongoing evolution of shared leadership models and program oversight.
- Supported transition through manager discussions, FAQs, and staff engagement sessions.



## Regional & Strategic Partnerships

- Expanded partnerships with hospitals and community providers to address complex care needs.
- Active collaboration with Renfrew County Paramedics, University of Ottawa Heart Institute, and Ontario Health at Home.
- Focused on priority areas including surgical services, diagnostics, primary care access, and community-based supports.
- Participation in regional tables (Champlain Alliance of Small Hospitals, Regional Surgical Services, Oncology, Nephrology and Critical Care) to advance shared opportunities.
- Established master service agreements to formalize partnerships and shared services.



## Integrated Clinical & Program Development

- Continued expansion of surgical and diagnostic services to improve access closer to home.
- Growth of oncology services, supported by integrated clinical and technology solutions.
- Strengthened hospital-to-home initiatives through partnerships and digital health tools.
- Advanced antimicrobial stewardship through shared pharmacy expertise.
- Introduced integrated team lead and management structures within Medical Imaging.



## Corporate Integration & Shared Services

- Integrated key roles across Finance and Materials Management, including leadership alignment.
- Added capacity in Materials Management and inventory coordination to support operations.
- Ongoing work toward shared back-office solutions, including exploration of a regional Enterprise Resource Planning (ERP) system.
- ERP identified as a priority to enhance financial sustainability, workforce management, and operational efficiency.
- Regional ERP proposal in development with partner hospitals.
- Creation of a Project Coordinator role to support integration initiatives.



## Governance & Organizational Alignment

- Implementation of new corporate and medical bylaws.
- Ongoing Board education to support integrated governance and oversight.



## Communications & Community Engagement

- Development of a corporate communications strategy with external partner (Crestview).
- Expanded internal communications capacity through dedicated coordination and multimedia support.
- Focus on strengthening internal and external communications and incorporating community voice into planning.
- Continued investment in communications tools, resources, and digital engagement.



# FINANCIAL PERFORMANCE

At Renfrew Victoria Hospital, Financial Performance is grounded in our commitment to maintaining sustainable financial stability while delivering high-quality care. Guided by a resource-conscious approach, we continue to make strategic investments in infrastructure, services, and partnerships that support both immediate needs and long-term resilience. Through a focus on efficiency, innovation, and sustainability, we are strengthening our financial position while ensuring we can continue to meet the evolving needs of our patients and community. To highlight a few key initiatives from the past year:



## Financial Sustainability & System Pressures

- Continued review of resource allocation to support increased delivery of patient care.
- Operational surplus achieved, strengthening overall financial position.
- Strong financial position with available funds to support future investment opportunities.
- Increasing pressures from: aging population, aging infrastructure, increased volumes and acuity and technology demands.



## Performance Improvement Priorities

- Completion of an operational review to identify areas for improved efficiency.
- Focus areas identified through peer comparison include ED unit cost ratio, sick time for full-time staff, overtime for full-time and part-time staff, administrative cost proportion.
- Implemented enhanced financial reporting packages to improve decision-making and strengthen transparency, with a continued focus on compliance and clear, consistent oversight of financial performance.
- Enhanced focus on financial education to improve accountability and support stronger, more effective controls.
- The Hospital completed the reunification of all assets from Renfrew Health to Renfrew Victoria Hospital, achieving full consolidation of financial activities and operations.
- Acquisition of existing medical building on the health campus.



## Strategic Investment

- Investments in organizational capacity, including accreditation, professional practice, communications, leadership development, governance improvements, and operational benchmarking.
- Clinical and staffing enhancements across key services and frontline areas.



## Financial Oversight & Optimization

- Strengthened financial oversight through enhanced reporting, variance analysis, and governance controls.
- Improved budgeting and forecasting to enable proactive, data-driven decision-making.
- Completed initial review of lease portfolio and real estate holdings held by RVH.



## Capital & Infrastructure Investments

- Invested in \$1.3 M of equipment and improvements.
- Acquisition of building and land from the RVH Foundation.
- MRI planning through consultant engagement.



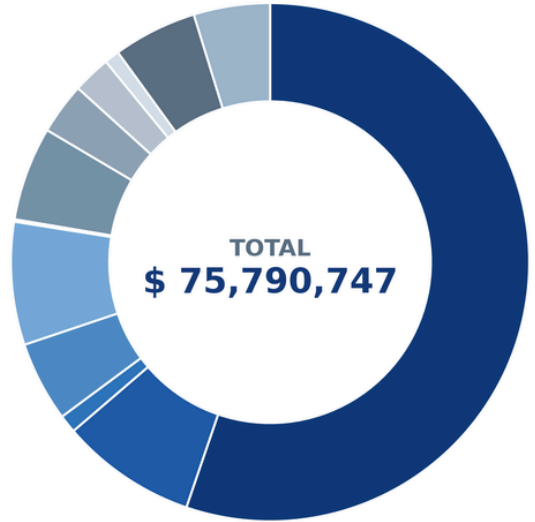
# FINANCIAL

This section provides a snapshot of Renfrew Victoria Hospital's financial performance for the 2025–2026 fiscal year, highlighting total revenues and expenses. These figures reflect the organization's commitment to responsible fiscal management, ensuring resources are allocated effectively to support high-quality, patient-centered care while maintaining long-term sustainability. For the 2025-2026 year end there was a surplus of \$5,573,958.

## 2025-2026 REVENUE

Ministry of Health Base Allocations	\$ 41,864,304
Ministry of Health One-Time Payments	6,422,561
Ministry of Health Hospital On-Call	853,962
AFA Revenues	3,790,881
Patient Revenues From Other Payers	5,810,736
Differential & Co-Payment Revenue	109,364
Recoveries & Other Income	4,441,507
Investment & Rental Income	2,426,447
Amortization of Grants & Donations	1,792,466
Amortization of Grants - Buildings	710,729
Contribution from Renfrew Health	3,963,152
Program Revenues	3,604,638

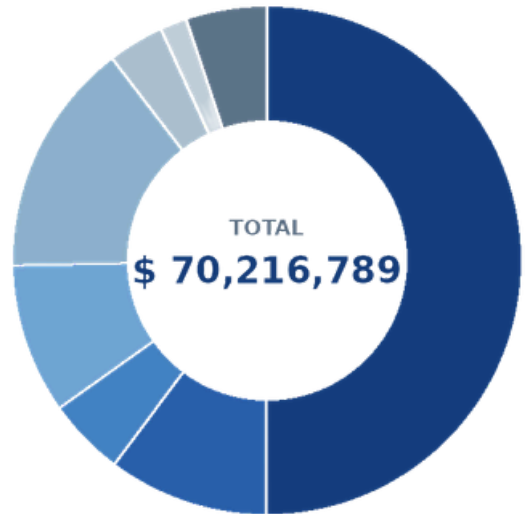
**\$ 75,790,747**



## 2025-2026 EXPENSE

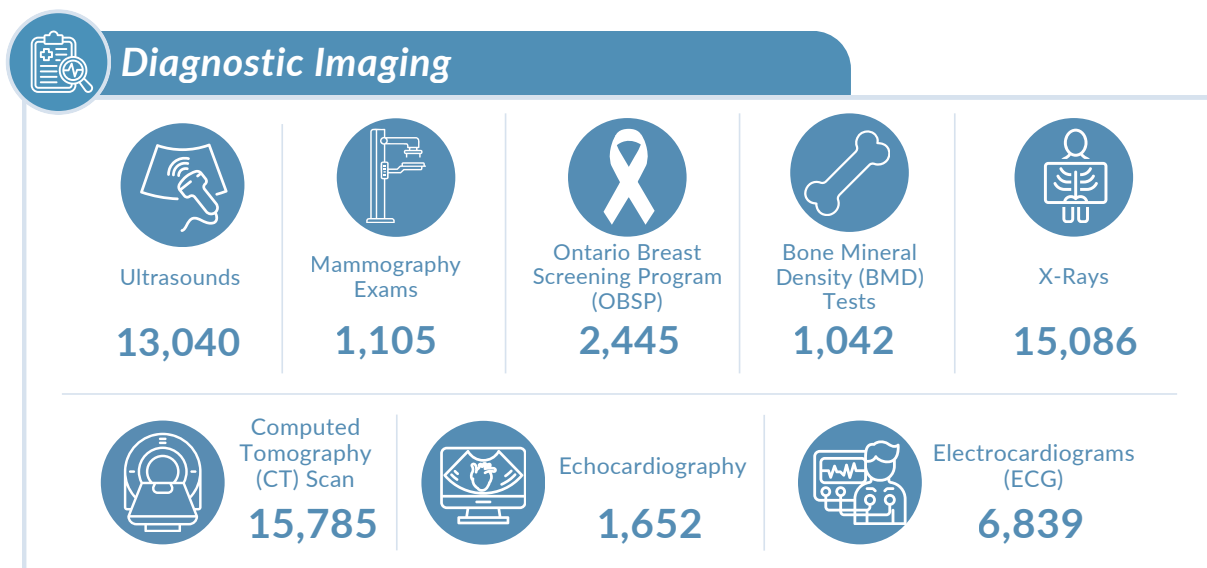
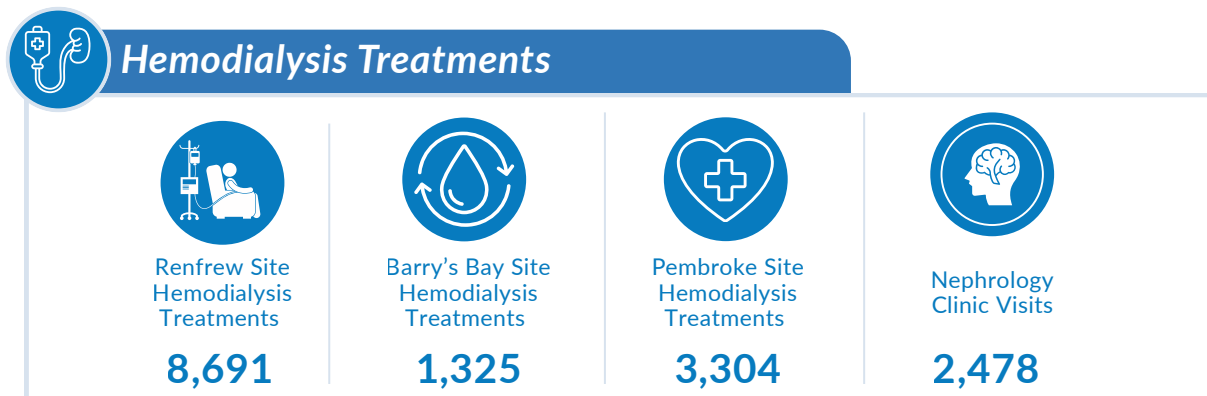
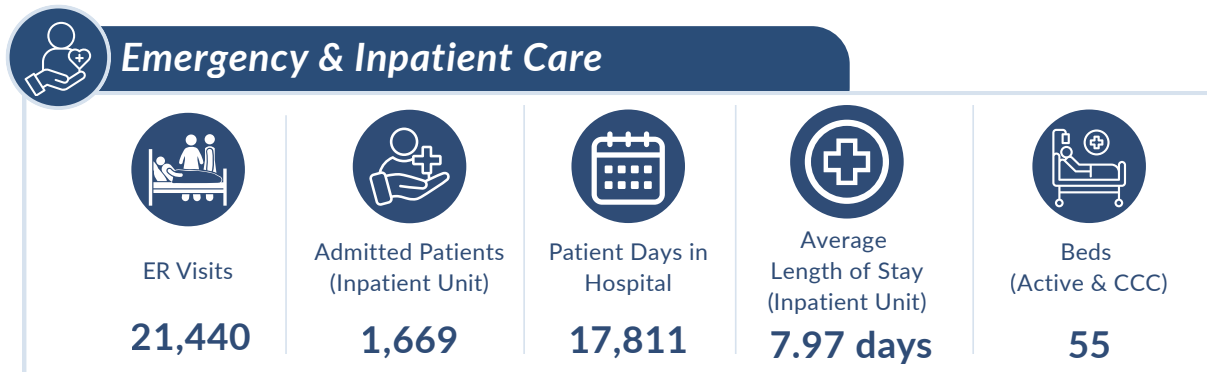
Compensation - Salaries, Wages & Benefits	\$ 35,155,955
Medical Staff Renumeration	7,132,107
Medical & Surgical Supplies	3,464,116
Drugs and Medical Gases	6,689,210
Other Expenses	10,474,834
Amortization of Equipment	2,503,809
Amortization of Buildings	1,192,120
Program Expenses	3,604,638

**\$ 70,216,789**









# OUR CARE BY THE NUMBERS

At Renfrew Victoria Hospital, every number tells a story—of patients cared for, services delivered, and the dedication of our team. These metrics offer a snapshot of our impact over the past year, reflecting our commitment to quality care, access, and continuous improvement in our community.





# OUR CARE BY THE NUMBERS






## Surgical Services

					
General Surgery	Endoscopy	Gynecology	Urology	Ear, Nose and Throat (ENT)	Breast Surgery
281	816	458	96	80	50







## Oncology

	Oncology - Chemotherapy Visits <b>1,538</b>		Number of on-site Oncologists <b>6</b>
---	--	---	---

## Sleep Studies and Respirology

				
Sleep Studies	Sleep Clinical Appointments	Pulmonary Function Studies	Respirology Appointments	Stress Tests
1,634	2,063	2,381	1,086	555

## Human Resources

	Staff s <b>476</b>		Clinical Care Assistants (CCA's) <b>6</b>		Clinical Scholars <b>1</b>	
	Active Physicians <b>27</b>	Associate Physicians <b>7</b>	Courtesy Physicians <b>56</b>	Courtesy Off-Site Physicians <b>1</b>	Locum Physicians <b>46</b>	Radiologists <b>162</b>
	Medical Residents <b>5</b>		Medical Students <b>9</b>			

# ADDICTIONS TREATMENT SERVICES

## Connecting Individuals to Care & Support

Renfrew Victoria Hospital's Addictions Treatment Services (ATS) provides free, confidential support to individuals aged 12 and older across Renfrew County who are facing challenges with substance use or gambling. Family members and loved ones can also reach out for guidance and support.

ATS offers compassionate, personalized care—including counselling, treatment planning, education, and connections to community resources. Specialized services such as trauma-informed support, opioid case management, smoking cessation, and virtual day treatment help meet a wide range of needs.

Through strong partnerships and initiatives like the Parent Life Line of Eastern Ontario (PLEO) peer support, and the MESA Hart Hub, ATS continues to expand access and strengthen care across the county.

At its core, ATS is about ensuring that no one in our community has to face addiction alone—and that help is always close to home.



## Making An Impact In Our Community



1,554

Individuals Received Direct Support



462

Additional Individuals Connected Through Outreach



402

Group Sessions Were Offered



539

Participants Found Support Through Group Programs

*"I can honestly say that the staff members from ATS have been the best and most influential in my recovery. Not just sobriety, but in acquainting myself with who I am, discovering who I might be, and who I want to be."*

- Male Client from the ATS Program

# YWHO

## Renfrew County Youth Wellness Hub Ontario



The Renfrew County Youth Wellness Hub Ontario (YWHO) is a welcoming, youth-friendly space designed to support young people aged 12 to 25 with a wide range of needs—when and where they need it most.

Built on a model of integrated, low-barrier care, the Hub offers walk-in and virtual services, ensuring timely access without the need for complex referrals. Services are coordinated to meet each young person’s unique needs, with seamless connections to specialized care when required.

YWHO reflects a strong commitment to collaboration, bringing together healthcare providers, community partners, and social services to deliver care in a way that is coordinated, accessible, and youth-centered. We are fortunate to work with such great partners who have a strong support for youth in our community. Our program would not be what it is today without them.

### Supporting Youth, Together



**Mental Health & Substance Use**



**Primary Care/Child Wellness Hub Partnership**



**Education & Employment**



**Housing & Social Services**



**Peer Support & System Navigation**



**Life Skills & Wellness Activities**



### Youth Wellness Hub of Ontario (YWHO)



Hub Visits

**1,400**



Skills & Well-Being Activities

**1,302**



Total Number of Service Visits

**2,702**



Total Number of Unique Youth

**365**



Total Number of New Youth

**239**



### Service Pathways Requested



Mental Health/ Substance Use

**754**



Navigation

**251**



Non-Clinical/Community Support Services (Guest House)

**194**



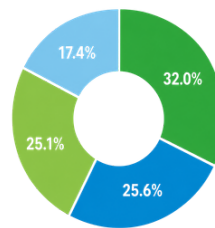
Physical Health

**116**



Peer Support

**90**



- 15-17 Years **32.0%**
- 18-21 Years **25.6%**
- 12-14 Years **25.1%**
- 22-25 Years **17.4%**



### Youth Voices

*"I love coming to the Youth Hub, and I want to get the word out to everyone that this place not only helps you, but is also a cool place to hang out and meet new friends."*

- 18-year-old female youth

*"I would not be where I am today without the Youth Hub. As a trans youth, no one has treated me with the same kindness and respect as the staff at the Hub. The way the program goes above and beyond to help is more than I could have asked for, and the Hub will always have a place in my heart."*

- 24-year-old male youth

# PATIENT & FAMILY ADVISORY COMMITTEE

## Bringing the Patient Voice Forward



### Supporting Better Care Through Partnership

Over the 2025–2026 year, the RVH Patient & Family Advisory Committee (PFAC) continued to play an active role in supporting improvements to patient care, communication, and overall experience.

Throughout our meetings, Members provided valuable feedback on a number of initiatives, including the development of a new patient directory booklet, upgrades to the nurse call bell system, and patient satisfaction survey results through Qualtrics. PFAC Members also contributed to discussions on new technology such as DAX AI documentation tools, ensuring that patient perspectives remain a key consideration as new innovations are introduced at RVH.

Looking ahead, PFAC will remain closely involved in RVH's ongoing Accreditation planning for the 2026 survey, ensuring that patient and family engagement continues to be reflected across all standards. At the upcoming June meeting, the committee will hear from the Recreation Department, continue review of the wayfinding work, and support ongoing Accreditation preparation.

PFAC has also supported the recent launch of RVH's Best Practice Spotlight Organization (BPSO) initiative, with a focus on the Best Practice Guideline for People-Centered Care, across both Renfrew Victoria Hospital and St. Francis Memorial Hospital. Members participated in the BPSO Champions Day held in May, where they shared their experiences, contributed meaningful insights, and engaged in thoughtful discussions to support a deeper understanding of people-centered care across the organization.

## Highlights from 2025-2026



**PATIENT DIRECTORY**  
Feedback on the development of a new patient directory booklet.



**CALL BELL UPGRADES**  
Feedback on upgrades to the nurse call bell system.



**PATIENT SATISFACTION SURVEY RESULTS**  
Feedback on patient satisfaction survey results through Qualtrics.



**NEW TECHNOLOGY**  
Feedback on new technology such as DAX AI documentation tools.



**WAYFINDING**  
Work underway to improve how patients navigate the hospital.



**ACCREDITATION 2026**  
Involvement in RVH's ongoing Accreditation planning for the 2026 survey.



**Become a Patient & Family Advisor Today!**

We are currently accepting applications for new Members to join the Committee. Individuals from the community who have an interest in supporting and advancing patient-and-family-centred care are encouraged to apply. For more information, visit the RVH website at [www.renfrewhosp.com](http://www.renfrewhosp.com) and look for the "Patient & Family Advisory Committee" under the "About RVH" tab.

# FINDING MY VOICE: TURNING EXPERIENCE INTO MEANINGFUL CHANGE

## Patient Story

In 2020, Rob Thompson's life changed unexpectedly.

What began as a diagnosis of a rare blood disease quickly led to kidney failure, dialysis treatments, and a long wait for a kidney transplant.

*"It was a total shock,"* Rob recalls. *"Suddenly my life revolved around appointments, treatments, and uncertainty."*

During that time, the team at Renfrew Victoria Hospital encouraged Rob to become more involved in his care. Through his social worker, Krista Helferty, he was introduced to the Patient and Family Advisory Committee (PFAC), where patients and families work alongside healthcare teams to improve care experiences.

*"I wanted to provide my input,"* Rob remembers. *"The Committee talked about real initiatives that could make a difference for patients. It was rewarding to know that our experiences could help improve healthcare for others."*



Pictured here is Rob Thompson, Patient Partner and PFAC member, with his wife, Jane.

Joining PFAC gave Rob a new perspective on healthcare. He was surprised by how much the organization valued patient voices and how committed staff were to continuous improvement.

*"I believe in the quest to make things better,"* he says. *"It was great to see that same commitment within the healthcare setting."*

While Rob became more involved as a patient partner, his own health challenges continued. Although his blood disorder went into remission, his kidneys did not recover. After years of dialysis, his family helped share his story publicly in the hope of finding a living kidney donor.

That search led him to Josh, whose generosity changed his life. *"It wasn't an easy journey, but it changed everything,"* Rob says.

Today, thanks to a successful kidney transplant, Rob has more energy, more freedom, and the ability to enjoy life with his family again.

Looking back, he is grateful not only for the care he received, but for the opportunity to help shape care for others.

*"Being asked to share my voice made me feel like I was part of the team,"* Rob reflects. *"Patients bring a perspective that only lived experience can provide."*

His message to others is simple: don't be afraid to ask questions, share your experiences, and be involved in your care. Healthcare is strongest when patients and providers work together.



Pictured here are Rob and Josh, whose generosity and compassion made a life-changing kidney transplant possible.

Source: *Kidney Living*, Fall 2025 Issue, The Kidney Foundation of Canada.

# IN THEIR OWN WORDS

## Feedback and Reflections From Our Patient Satisfaction Surveys

Patient feedback is an essential part of ongoing learning, growth, and continuous improvement in the care provided. Comments shared through Inpatient and Emergency Department patient satisfaction surveys offer valuable insight into the experiences of those served—highlighting moments of compassion, excellence, and connection. These reflections help guide the ongoing commitment to delivering high-quality, patient-centered care every day.



*“Of the dozen staff members encountered during my hospital stay, each was caring and kind. In several cases, the nurses were truly exceptional, demonstrating outstanding kindness and warmth.”*

*“I am amazed at the nurses, doctors. I didn’t have to wait long to get in. The staff are well organized and friendly. The food is unreal so good! Thank you for taking good care of me!”*

*“Everyone I interacted with was friendly and professional. I am grateful for the care I received and for our hospital. Everything was very clean and well organized. Thank you again!”*

*“I received great service from the moment I walked in. The administrative staff were very helpful, the nurse was excellent, and the doctor provided fast, friendly, and efficient care. It was the best hospital visit I have ever had.”*

*“The best hospital I have ever been in; quick and thorough!”*

*“A great experience. I felt well cared for and informed, with clear outpatient next steps provided. The hospital staff were excellent—kind, compassionate, and professional.”*

*“I had a wonderful hospital stay. I arrived in pain and received attentive care I had not experienced elsewhere. I felt safe and confident throughout my visit. My doctor at RVH was knowledgeable and caring, and kept me well informed. Thank you. P.S. The food was incredible!”*

*“Very friendly and helpful. Staff made me feel at ease and reassured me that there were options to help with my health concerns. Everyone had a smile.”*



# IN THEIR OWN WORDS

## Feedback and Reflections From Our Patient Satisfaction Surveys

*"What stands out most for me is the positive, cooperative, respectful spirit among the healthcare professionals and staff at RVH."*

*"Many thanks to all the staff for their humanity, kindness, and professionalism when most needed."*

*"Every nurse I have encountered at RVH has been warm, caring, considerate, and professional. Having recently moved here, I find the care provided to be exemplary."*

*"I would like to thank the nurses, doctors, and reception staff, who were absolutely amazing and treated me very well."*

*"I was very impressed with the level of care and attention paid to my issue. I felt very confident when I left the hospital."*

*"My experience was wonderful. I received fast, respectful, and professional care. As my condition was recurring and straightforward, detailed medication instructions were not required. The staff were genuinely friendly and helpful. I would highly recommend RVH."*



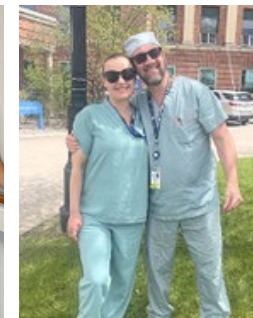
# LOOKING AHEAD

As healthcare needs continue to evolve, Renfrew Victoria Hospital remains focused on strengthening access to care, enhancing the patient experience, and investing in the future of rural healthcare. The following priorities will guide our efforts in the year ahead as we continue to provide high-quality care close to home.



## 2026-2027 Key Priorities & Initiatives

 <b>Strengthening Connections</b>	<p>Enhancing a culture of recognition through a refreshed staff appreciation program, strengthening connections across teams and deepening engagement with the community to support a positive, patient-centered care environment.</p>
 <b>Launch of the Caregiver Support Program</b>	<p>Providing education, resources, and support to empower caregivers in their vital role within the healthcare journey.</p>
 <b>Introduce the Hospital-to-Home Program</b>	<p>Supporting smoother transitions from hospital to home to improve continuity of care and patient outcomes.</p>
 <b>Sustainability</b>	<p>Advancing long-term sustainability through responsible resource stewardship, operational efficiency, and strategic partnerships to ensure continued access to high-quality care for the community.</p>
 <b>Strengthen Education &amp; Placements</b>	<p>Expanding student placements and hands-on learning opportunities to support workforce development and future healthcare professionals. Expanded partnerships with universities and colleges to increase visibility and support recruitment efforts. Exploring scholarship partnership opportunities to further strengthen talent development.</p>
 <b>Capital Projects</b>	<p>Continued investment in clinical equipment and infrastructure, including enhancements such as the Emergency Department's negative air suite to support safe, high-quality care.</p>
 <b>Strategic Planning for the Next Five-Year Cycle</b>	<p>Engaging patients, staff, physicians, volunteers, and community partners to shape the organization's next strategic direction.</p>
 <b>Accreditation Survey - December 2026</b>	<p>Preparing for Accreditation Canada's survey process to demonstrate continued excellence in quality, safety, and patient-centered care.</p>
 <b>Sustaining Quality and Efficient Performance</b>	<p>Maintaining strong performance and accountability across key quality, operational, and patient experience indicators.</p>



## CONTACT US



VISIT OUR WEBSITE  
[www.renfrewhosp.com](http://www.renfrewhosp.com)



FOLLOW US ON FACEBOOK  
[Renfrew Victoria Hospital](#)



OUR LOCATION  
499 Raglan Street North  
Renfrew, Ontario  
K7V 1P6



TELEPHONE  
613-432-4851