

ANNUAL REPORT 2022–2023



Report from the Chair

My third year as Chair of the RVH Board of Directors has come and gone. As always, I am forever humbled and grateful for this opportunity.

While COVID-19 will remain with us forever, life is finally returning to some semblance of normal. Most people are out in public without face masks, relishing the opportunity to visit friends and relatives and to partake in fun things like going to the movies and restaurants.

All of this has been made possible by the positive actions of each one of us, but especially by the sacrifices of those working in the medical field. We owe these people a debt of gratitude and in some cases, we owe them our lives. They have come through the most difficult period in modern history, but not without scars. As you have seen in the news, many have chosen to leave careers in health care in favour of the private sector or have chosen to retire completely. Hospitals are now facing major health human resources challenges, including our own Renfrew Victoria Hospital.

The team at RVH have put in countless hours to ensure our Emergency Department has remained open to receive you when needed. It has not been an easy job. Thank you to those physicians and nurses who have stepped up by taking extra shifts. If these physicians and nurses serving our community had not made the effort, we would have joined other hospitals whose emergency departments had to close due to low staffing levels. I am exceedingly grateful for all they have done.

During the last year, we have successfully recruited and onboarded three new board members. We are pleased to welcome Chris Huckabone, Keith Moss and Kathleen Windle. Each of these people brings various business/life experiences to the table. At this moment,

we have a full complement of directors; however, if you are interested in applying, please contact RVH Administration for an application.

One of our goals over the coming year is to revisit the Strategic Plan. The plan was revised prior to Accreditation in December of 2021. At that time, we decided to begin looking at it again at the halfway marker. It is important to examine what, if any, lasting effects there have been from COVID and how this affects the overall strategy of the hospital for years to come.

As I write this report, “Catch the Ace” is in full swing. Congratulations to Patti Dillabough and the team in the Foundation office for the wonderful results so far and for the incredible effort they and their team of volunteers put in each week to make this possible. We are so grateful for the money being raised to purchase equipment for the hospital. “Catch the Ace” would not be possible without the generosity of the community. Thank you to each of you who purchase tickets each week.

At this time last year, I indicated to you that 2022–2023 would be my last year as Chair. Recently I was asked if I would consider staying on for one more year. The board has passed a special resolution making this possible. I am honoured and grateful to hold this position for another year.

With kind regards...



A handwritten signature in black ink, appearing to read 'Marg McNab-Tubman'.

Marg McNab-Tubman
Chair, RVH Board of Directors





Message from the President and CEO



We are proud to present our 2022–2023 Annual Hospital Report to our community.

Every member of our hospital team deserves our deepest thanks for their commitment to caring for others over this past year. They are the people who ensured, each day, that we were able to maintain our hospital's programs and services. So many of our staff and physicians have committed long hours during an unprecedented time of human resources shortages and this has not gone unnoticed. I would like to take this opportunity to thank each of them.

Thank you also to our Board of Directors under the leadership of Board Chair, Marg McNab-Tubman, who generously volunteer their time to serve on our Board and Committees. Special thanks to the Foundation staff and the Foundation Board of Directors for their efforts to provide funds that continue to assist us in the purchase of essential equipment. Thanks as well to our Auxiliary for continuing to support our strategic goals through their fundraising activities. And, kudos to our community for your unwavering support!

This past year, our hospital has spent much time and energy responding to the human resource challenges left behind from COVID-19 and we have developed a strong plan to address these. Our physicians, under the leadership of Dr. Steve Radke, have collaborated with

us to find and implement innovative solutions to plan for medical coverage in all areas of the hospital. These strategies have, in turn, led to higher quality of care for the patients and families we serve. In addition, our leadership team, including our lead hands, department heads, nurse managers, and senior team have gone above and beyond to ensure we are able to achieve our mission and move us forward toward our vision. Your commitment to patients, families, and staff remains truly remarkable.

Our hospital activity levels have returned to pre-pandemic levels and our team has achieved many successes this past year, as highlighted in the following report. Guided by our Strategic Plan, with patients and families central to our focus, we will strive to continue to deliver excellent patient care and to actively pursue new projects in collaboration with our partners. Once again, thank you for your unbelievable support during another challenging but productive year. Without your support, we could not have achieved our goals.

Sincerely,

A handwritten signature in black ink that reads "Julia Boudreau". The signature is written in a cursive, flowing style.

Julia Boudreau
President & CEO

There were many accomplishments and moments to celebrate in 2022–2023, but here are a few that we especially want to highlight.

OR expansion

Through our partnership with The Ottawa Hospital, RVH was able to expand our surgical services to include gynecologic care. Our project included one-time funding for renovations to upgrade our second operating room (OR) from an endoscopy/procedure room to a fully functioning, state-of-the-art OR Theatre. The OR lights are so advanced that when the surgeon moves their head, the lights above automatically adjust to give them better light... incredible technology and a feather in RVH's cap!



Mammography equipment replacement

Imaging with our new tomosynthesis mammography machine began in mid-November. To date, 1,230 screening mammograms and 670 diagnostic mammograms have been performed.

In early February, stereotactic biopsy applications training for our four mammography technologists took place enabling us to utilize that feature.

Kudos to the RVH Foundation for raising the funds to fully cover the cost of this new equipment (over \$700,000) through the Catch the Ace Lottery, Tree of Lights Celebration and other events to continue to ensure state-of-the-art imaging at RVH.



Medical imaging services

- **Expansion of CT Services:** implementation of new mammography suite with Tomosynthesis and stereotactic biopsy capabilities.
- **Improved vascular ultrasound services:** new affiliation with the The Ottawa Hospital Vascular Surgery group reporting all vascular ultrasound cases.
- **Expanded affiliation with CHEO radiologists:** now reporting our Pediatric Ultrasound, CT and X-ray procedures (previously only X-ray).

Emergency department renovation

Work on the refurbishment of our Emergency Department (ED) got underway in 2022. At completion, it will include the creation of negative pressure isolation rooms and an anteroom, new lighting, flooring, paint and handrails, as well as the refresh of rooms, the nursing station, a physician's room and an IT room.

Emergency department task force

An ED Taskforce (Dr. Kristian Davis, Dr. Candice Cybulskie, Dr. Anna Osadchuk, Dr. Steve Radke, Julia Boudreau, Chris Ferguson, Tim Sonnenburg, Alison Green, and Kim Dick) was formed and various initiatives were carried out by this group:

- an environmental scan of other Emergency Departments and a strategic review of ways to attract more physicians
- the addition of a Physician Assistant to improve wait times, and support the team with acuity and patient volumes.



YWHO

The Renfrew County Youth Wellness Hub (YWHO), located at 278 Nelson Street in Pembroke, held its official opening on October 21, 2022. The hub is a partnership of many local service providers that offers a one-stop shop of free services and activities for youth.

The joint proposal for the hub was prepared by the Addictions Treatment Service (ATS) with the support of Renfrew Victoria Hospital.



Services available:

- Mental health services
- Addictions services
- Physical health/primary care
- Employment services
- Housing
- Youth shelter
- Family support
- Peer support
- Life skills

Health human resources

RVH has invested significant time and energy over the last year on health human resources and recruitment initiatives.

The impact of staffing shortages has been felt across many departments. By year end, many departments had stabilized, although some areas, including nursing are still facing some challenges.

Addressing physician retention and recruitment has also been a focus over the last year. RVH was able to keep all patient services open, thanks to the hard work of our hospital team of staff and physicians.

Various physician taskforces have been created to strategize innovative solutions going forward.

Proof of our hard work is evident in the numbers. Over the last year, RVH was able to hire 78 new staff in a very competitive environment.

RVH was also able to recruit more than 40 physicians, who signed on for casualty officer privileges to work in our Emergency Department, consulting privileges to work as hospitalists, surgeons and specialists in our clinics, and locums to cover shifts throughout the hospital.

New physician

Dr. Rima Abou Arkoub



Renfrew Victoria Hospital (RVH) welcomed Dr. Rima Abou Arkoub to our nephrology team!

Dr. Abou Arkoub first attended the Beirut Arab University Faculty of Medicine in Beirut, Lebanon from 2002 to 2008, followed by clinical training at both Hammoud University

Hospital and American University of Beirut. Her passion and determination to pursue a career in medicine brought her to North America where she received further education and clinical training at The Ottawa Hospital – University of Ottawa, Harvard Medical School in Boston, and McGill University, Montreal.

Dr. Abou Arkoub's certifications include American Board certified in Internal Medicine, Licentiate of the Medical Council of Canada, Fellow Royal College of Physicians and Surgeons of Canada in Internal Medicine and Nephrology.

Dr. Sarah Penney



Dr. Sarah Penney graduated from the Family Medicine Residency program through the University of Saskatchewan in 2021. In addition to her primary care practice in Calabogie, Dr. Penney is also working as a Hospitalist supporting our inpatient program and providing coverage in the Oncology unit at RVH.

Hospitalists

The RVH Hospitalist Program continues to be a great success. Implemented in 2019, this program has continued to grow. Dr. Corey Nixon took over as Lead Hospitalist in January 2023, and is one of three core hospitalists. He, along with a team comprised of 10 local physicians and a regular group of locum physicians, look after 31 patients on the Active Care Unit and 9 Active/ALC patients on the Complex Continuing Care Unit. Dr. Nixon and Patti Dillabough, Physician Recruiter, continue to successfully recruit locum physicians to RVH. The benefits to patients, staff and physicians are unmatched and much appreciated by all involved.

Fiscal stability

We are pleased to report that we achieved a balanced budget for the 33rd consecutive year with a small surplus for the period ending March 31, 2023. The Government of Ontario has recognized the strain and financial burden on health care institutions over the course of the pandemic, and we will continue to advocate for a path forward that ensures hospitals receive funding in line with our requirements.

Capital projects

The following projects were completed in 2022–2023:

- Roof Drain Replacement
- Exterior Door Replacement
- RVH Dialysis Program Water Treatment Replacement
- Vacuum Pumps
- Washroom Renovations
- IT Equipment Room Renovations
- Operating Room Renovations and Equipment Replacement
- Mammography Equipment Replacement
- IV Pump Replacement
- 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, our patients, families, caregivers, RVH Foundation, and the community as we worked through these significant projects.

Foundation – Catch The Ace



Catch the Ace Winner Judith Campbell

It was another busy and successful year for the RVH Foundation team. In April of 2022, the RVH Foundation put forth a goal – to raise the funds over the 12-month period to purchase a new state-of-the-art Tomosynthesis Mammography machine. This new piece of equipment would allow 3D (CT-like) scans of the breast to be performed. Thanks to another successful Catch the Ace lottery, the annual Put Your Breast Foot

Forward Walk for Mammography, significant sponsor donations from the Balsam Women's Club, Olga Llewelyn, Leonard Graham, Ottawa Valley Thrift and a multitude of community donations, the RVH Foundation reached its goal and provided the funds for this valuable piece of equipment. The Tomosynthesis machine was installed and in service in November of 2022.

Hospital information systems

- The EPIC system has been benefiting our patients, staff and physicians since June 2019. The system continues to be upgraded and our staff remain on top of any and all new developments.
- Implementation of Beaker as the Regional Laboratory Information System (LIS) for existing Atlas Alliance Partners, as well as three additional sites – Kemptville District Hospital, Winchester District Memorial Hospital, Deep River District Hospital – took place November 4–5, 2022. This provides a comprehensive digital health record for every patient, enhancing standardization, information-sharing, and continuity of care.
- Other EPIC accomplishments over the last year include Lumens (endoscopy) go-live onto the EPIC system; Spacelabs Monitors integration; EPIC Amplifi which allows two-way sharing of patient information with Long-Term Care sites, and virtual visits through MyChart, the secure patient portal.



Patient and Family Advisory Committee

The RVH Patient and Family Advisory Committee (PFAC) was pleased to have its meetings in person again this year, after nearly two years of virtual meetings during the pandemic. The PFAC committee has welcomed five new members: Larry Winters, Robert Thompson, Michael Kenney, and Robert & Debbie Hanniman. A special thank you to Candice Dick who was a long-standing member of the PFAC committee who retired this year. The members of the PFAC committee dedicate their time to help ensure RVH is providing the best possible experience for our patients and their families.

RVH is implementing a new patient satisfaction survey platform, Qualtrics, that will be collecting feedback from our patients who have received care in the emergency department or as an in-patient. In 2022–2023, our PFAC

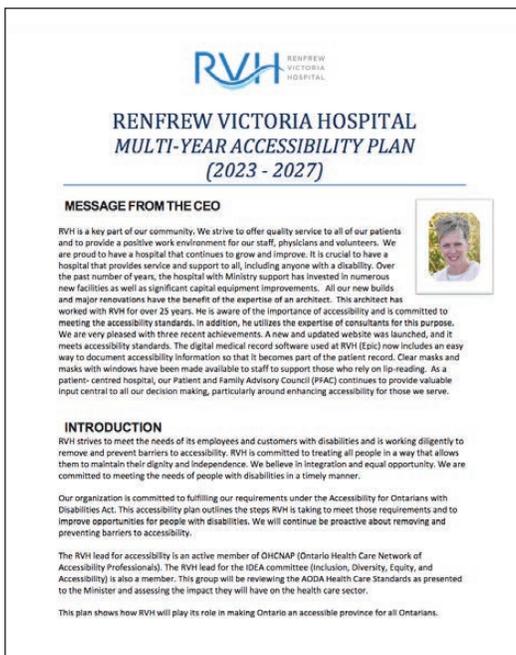
helped establish this new platform by reviewing surveys and will help analyze the results going forward. This committee has also played a valuable role in reviewing RVH's revised Accessibility Plan which helps ensure that the patient experience at RVH is free from any barriers.

We continue to appreciate the input of this valuable committee and look forward to continuing this partnership.

Accessibility

We also successfully passed our first audit from the Ministry for Seniors and Accessibility in 2022–2023. As part of this audit, we:

- Ensured that all RVH recruitment processes followed the Accessibility for Ontarians with Disabilities Act (AODA) and provided a fair and equitable process for all candidates.
- Completed all renovation/construction projects in public spaces in compliance with accessibility standards and building code.
- Ensured that all procurement processes remained accessible.
- Provided accessible customer service to people with disabilities.
- Continued to be responsive to any changes or suggestions for improvement to accessibility standards.
- Participated in the Ontario Health Care Network of Accessibility Professionals (OHCNAP), which is dedicated to promoting accessibility in hospitals and long-term care settings.



French language services designation

In February 2023, RVH received official French Language Designation of its third and final regional program under the *French Language Services Act*. The three programs are: Addictions Treatment Services (ATS), Dialysis/Nephrology, and Regional Assault Care Program (RACP).

In order to achieve designation, the program must ensure that all

of the services provided to patients and their families in all forms are actively offered and made available in French (not only when requested).

Additionally, French language policy, signage, documents and website content were developed. Quotas were established for French-speaking staff, senior management and board members

(or contingency). This involved French language proficiency testing for staff in those programs and ensuring that job postings included French-language skills. On-call language interpretation is also available for employees who need to provide immediate service in French but are not bilingual.

Fast Facts

Our People
Our Hospital
Our Patients



2022–2023 STATISTICS

 <p>Active Physicians – 29 Honorary Physicians – 2 Consulting Physicians – 50 Casualty Officers – 18 Radiologists – 70+</p>	 <p>Employees – 445 Beds – 55 (Includes 40 Active Beds and 15 Complex Continuing Care Beds)</p>
 <p>Medical Residents – 21 Medical Students – 10</p>	 <p>Admissions – 1,734 Average Length of Stay – 12.15 Bed Occupancy – 89%</p>
 <p>Oncology - Chemotherapy – 1,215 Oncologists – 30+</p>	 <p>General Surgery – 289 Endoscopy – 1,344 Gynecology – 56 Urology – 156 ENT – 52</p>
 <p>Emergency Visits – 21,030</p>	 <p>Dialysis Treatments – 12,751</p>
 <p>Sleep Studies – 844 Sleep Clinical Appointments – 1,243 Pulmonary Function Studies – 1,024 Respirology Appointments – 397 Stress Tests – 418</p>	 <p>CT – 9,588 X-Ray – 12,869 Ultrasound – 6,558 Mammography – 911 Ontario Breast Screening Program (OBSP) – 1,443 Bone Mineral Density (BMD) – 1,092 Holter Monitors – 412 Echocardiography – 1,684 Electrocardiograms (ECG) – 7,022</p>