

# ANNUAL REPORT 2023–2024



## Message from the Chair

Wow, what an incredible journey this has been! As I reflect on the past 10 years, I am filled with gratitude and pride for my time on the RVH Board of Directors. Now, it's time for me to step aside to welcome new talent, fresh ideas, and continued growth. Serving as the Board Chair for the last 4 years has been a deeply rewarding experience, full of growth and inspiration.

Despite facing some challenges along the way, including the unprecedented COVID pandemic, this journey has been an invaluable learning opportunity.

The 2023–2024 year has been another banner year for Renfrew Victoria Hospital, marked by numerous accomplishments highlighted in this report.

I am delighted to share that the board was fully staffed with a complete team of directors this past year. With my upcoming departure, we will have a spot open for a dedicated new director. Our Board Recruitment Committee has proactively updated our recruitment process, including fresh interview questions, revamped Key Principles, an updated Director Application Form, and a refined Skills Matrix. Interviews will take place over the summer, ensuring a new director is in place by the fall.

Another exciting initiative was our mid-term review of the Strategic Plan 2021–2026. This review allowed us to ensure we are on track with our goals and to make necessary updates reflecting our current landscape. This collaborative effort included Board members and key RVH staff who originally crafted the plan. A

SWOT Analysis (Strengths/Weaknesses/Opportunities/Threats) was conducted, leading to some insightful updates approved by all stakeholders.

I want to extend my heartfelt thanks to my fellow Board Directors, Senior Management, Physicians, Volunteers, and all RVH staff for making my time on the Board such a memorable and enjoyable experience. I will miss our regular interactions and being part of this truly amazing “family.” I am incredibly proud to have contributed to RVH's journey and am excited to see the wonderful plans unfold for its future.

Thank you for the opportunity to serve and grow with you all.

With kind regards...



A handwritten signature in black ink that reads 'Marg McNab-Tubman'.

**Marg McNab-Tubman**  
Chair, RVH Board of Directors

**“ We are blessed as a community to have top health care at Renfrew Victoria Hospital.”**

– Community member





## Message from the President and CEO



I am honoured to present our hospital's 2023/2024 Annual Report to the community.

This report highlights some of the many successes our team has achieved in

governance, corporate, clinical, and support services during the past year. Guided by our Strategic Plan, with patients and families as the central focus, we have strived to continue to deliver patient- and family-centred care while actively pursuing new opportunities. This report summarizes some of these key initiatives that reflect the dedication, enthusiasm, and expertise of our entire team.

I would like to take this opportunity to thank our Board of Directors who generously volunteer their time to serve on our hospital Board and its committees. This includes an incredibly special "THANK YOU" to Marg McNab-Tubman, who has completed her term. Marg has served on the Board for the last 10 years and has been Board Chair for the last 4 years. Throughout this time, she has been a strong advocate for our hospital, and tireless in her commitment to RVH. I deeply appreciate all that Marg has done. Her concern for patients and staff, her governance, human resources and financial expertise, and her commitment to our hospital will be missed! We wish Marg all the best as she explores new opportunities. At the same time, we would like to welcome Rob Tripp as the incoming Board Chair. Rob has been with the Board since 2019, most recently serving as Vice Chair.

I am pleased to report that we have started to see a stabilization of staffing in many areas of the hospital. Kudos to our physician leaders, managers, and human resources department. We warmly welcome and look forward to working with the newest members of our team who always bring a fresh lens. During the last year, there has been a particular effort by our physicians to successfully maintain coverage in all our clinical areas. Our physicians, under the leadership of Dr. Steve Radke, have collaborated to find and implement innovative solutions to ensure medical coverage. In addition, they continue to place significant effort on

physician recruitment activities. Our entire team of staff, physicians and leaders go above and beyond every day to ensure we achieve our mission and move us toward our vision. Their commitment to patients, families, and high-quality care is second to none.

I would also like to thank the team in our Foundation, and the Foundation Board of Directors who generously give their time to support our hospital. Our Auxiliary also deserves a heartfelt thank you for continuing to support our strategic goals through their fundraising activities. And, of course, thank you to our community for your unwavering support! Because of you, we have been able to enhance clinical care equipment, and make important improvements to our infrastructure.

We collectively look forward to serving the community in the year ahead and to working in collaboration with our health system partners to ensure we are doing our best for patients and families. This past year, our team has worked alongside many partners including The Ottawa Hospital, partners working to develop our Ottawa Valley Ontario Health Team, partners with our addictions treatment service and youth wellness hubs, and many others. We look forward to growing these relationships as we seek to continually enhance patient care and services. In the coming year, we will turn our attention to preparation for accreditation, which is scheduled in 2025. Accreditation provides us with an objective review of our practices against national standards in the spirit of quality improvement. In addition, some of the major projects we have planned include ongoing refurbishment in our Emergency Department; working in collaboration with and under the leadership of our local primary care physicians as they establish the Ancient Rivers Family Health Team; and enhancing our model of surgical services.

Wishing everyone a healthy, happy, and restful summer,

**Julia Boudreau**  
President & CEO

*At Renfrew Victoria Hospital we are continuously growing and expanding in order to meet the needs of our community and provide the best possible healthcare experience for our patients and their families close to home. Over the 2023–2024 fiscal year, we have achieved many notable accomplishments.*

## **Patient and Family Advisory Council (PFAC)**

The RVH Patient and Family Advisory Committee (PFAC) was involved in many initiatives over the past year.

The committee continues to grow and has recruited new member Autumn McIntyre. Many thanks to longstanding member Irene Rekowski for her dedication as she retires from the PFAC committee.

PFAC members continue to sit on RVH clinical care teams and recently two PFAC members joined the EPIC MyChart committee to provide ongoing feedback and support.

PFAC reviewed RVH’s public relations/communications plan and continues to advocate for those

in our community with limited internet access. The hospital was encouraged to continue providing the Annual Report by mail to the community and to maintain messaging on local radio stations.

The committee had the opportunity to review RVH’s accessibility plan and strategic plan and provide input, as both documents were updated this past year. PFAC also was involved in review and support of TV implementation in patient rooms, and was consulted when plans were being made for new, highly visible signage for Medical Imaging, as well as updating our Falls Prevention Policy & Procedure.

The committee also heard presentations about the Geriatric Emergency Medicine (GEM) Program, Qualtrics Patient Satisfaction Surveys, and from our Regional Ethicists regarding substitute decision makers and the ethical support available to RVH staff, patients, and their families.

In 2024 the PFAC committee will help RVH prepare for Accreditation 2025 by supporting departments as they update policies and procedures and will continue to advocate for the best possible care for our patients and their families.

**“ I work for Community Living Renfrew County South. I am also attending Algonquin College in Pembroke in the RPN course.**

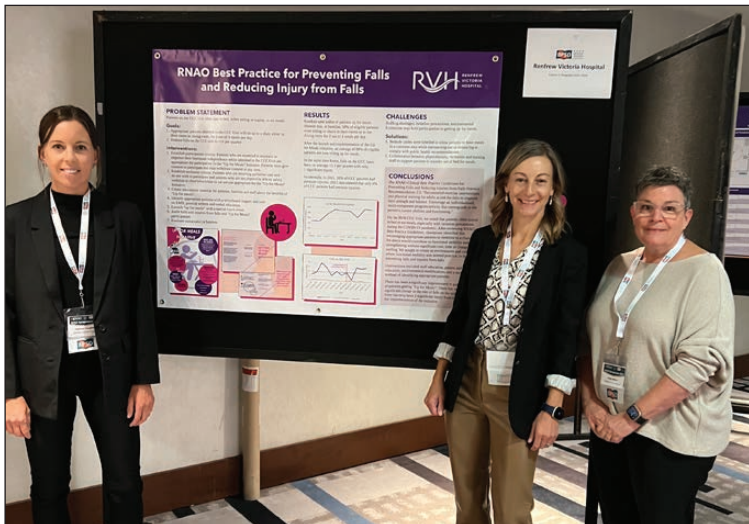
**I decided to join the RVH PFAC committee as I wanted to be part of a team that considers every individual and their access to care. I am excited to be part of this team and I hope that my experiences supporting our Community Living clients will be an asset to the PFAC team.”**

**– Autumn McIntyre**



## Programs & Services growth

- Expansion of the Assisted Living Services (ALS) program. Approval and funding were received to increase the number of patients in Renfrew by 10 for a total of 30 clients, and we are expanding to the Cobden-Eganville area and Calabogie. The ALS program, which began in 2013, supports patient transitions from acute care to home, assists seniors to live safely at home, and reduces the risk of unnecessary Emergency Department visits and hospitalizations through home visits by Personal Support Workers. Patients must be referred.
- We continued our work on Falls Prevention and Pain Management practice guidelines to maintain our Best Practice Organization Spotlight (BPSO) designation. Best practices are implemented to improve the patient and family experience and health outcomes.



**RNAO Falls Prevention and Pain Management practice guidelines poster presentation.**

- Our food services returned to personalized meal preference interviews with patients on the medical floor. Kitchen and cafeteria improvements were made and a recent public health inspection was passed without any deficiencies.

**“Excellent professional and compassionate care and delivered by friendly, smiling staff at every turn.”**

– RVH patient

## Partnerships

- In collaboration with The Ottawa Hospital, in order to improve patient care and expedite wait times, a team-based structure was put in place for our Surgical program. This means patients are cared for by multiple general surgeons who rotate through the Office of General Surgery at RVH. If a surgery or procedure is booked for a patient by one surgeon, it may be performed by another surgeon from the group. All surgeons are Royal College of Physicians and Surgeons of Canada certified.
- RVH collaborated with local physicians who belong to the Ancient Rivers Family Health Organization to submit a successful proposal for funding to establish a new Family Health Team (FHT) for Renfrew and area. The FHT will provide access to healthcare professionals for vulnerable and marginalized people and those without a family doctor. Work is underway to hire the necessary staff and prepare the main site on the RVH campus.
- RVH was proud to support the growth of the Renfrew County Youth Wellness Hubs of Ontario (YWHO) with the opening of the Renfrew site to provide access to services for local youth aged 12 to 25. An open house took place on May 3, 2024. The Renfrew County hubs were established through collaboration and the integration of services among many organizations, and came about after the original proposal drafted by Renfrew Victoria Hospital (RVH), Addictions Treatment Service (ATS), and local partners.
- We continue our longstanding partnership with Eastern Ontario Regional Laboratory Association (EORLA).

## Health Human Resources

### New physician

Dr. Johnny Mendoza opened a family practice at 100 Health Village Lane in December 2023. He also has privileges at Renfrew Victoria Hospital and takes shifts as a Hospitalist providing care for inpatients.

Dr. Mendoza has a Bachelor of Science in Biology from Laurentian University in Sudbury, and Doctor of Medicine (MD) from Saint James School of Medicine, Netherlands Antilles, and has completed a Medical Internship at Hospital HIMA San Pablo, San Pablo, Puerto Rico, and a Family Medicine Residency at Bella Vista Hospital, Mayaguez, Puerto Rico. He is bilingual in English and Spanish.



Jim Lemenchick and Dr. Steve Radke look on as Dr. Mendoza signs on.

- We bid farewell to Chris Ferguson, Chief Nursing Executive and VP Patient Care Services, and welcomed Mary-Ellen Harris. Mary-Ellen has experience in the role and some familiarity with RVH staff and operations as she previously held the same position at St. Francis Memorial Hospital in Barry's Bay.
- Over 2023–2024, RVH successfully recruited new staff, including RNs, RPNs, PSWs, and department managers in a challenging recruitment environment.
- Following the recommendation made by our Complex Continuing Care unit task force, RVH implemented a Physician Assistant model and hired a CCC Physician Assistant Nancy Bonaparte. She ensures continuity of care and continues to support Restorative Care practices for a very vulnerable and complex set of patients.



Mary-Ellen Harris, Chief Nursing Executive and VP Patient Care Services.

**“ I chose RVH for its sense of community and commitment to provide excellent care to patients and families. I am proud to be a part of this great hospital.”**

– RVH staff member

## Equipment

Over the past fiscal year, significant capital equipment investments were made in clinical care areas to ensure the highest quality of care possible.

- New IV Pumps across all clinical areas to ensure safe treatments.
- New Reverse Osmosis water treatment system in dialysis to ensure a safe, clean water supply.
- New diagnostic equipment for Diagnostic Imaging, Respiratory Therapy and Speech Language Therapy.
- New ECG machine, as well as the purchase of a Power Injector, which allows our Diagnostic Imaging department to perform Contrast Enhanced Mammography (CEM). CEM uses iodinated contrast to enhance the visualization of lesions and potential malignancies and can be particularly useful when imaging dense breasts. In addition, CEM can be a cost-effective alternative to breast MRI.

## Infrastructure upgrades

As a team, maintenance, VP Corporate and VP finance meet regularly to assess and prioritize the needs for replacement/repair in order to keep our facility in the best condition possible. Our 2023–2024 projects included:

- Renovations in the hazardous and non-hazardous sterile compounding rooms were necessary to meet the standards for clean rooms outlined by the Ontario College of Pharmacists. Thanks to the dedication of the staff in the pharmacy department, senior administration, the medical daycare unit, information technology and the maintenance department the renovations have been completed. A true group effort! Throughout the renovation process pharmacy service to the hospital was only minimally disrupted. This was no small task, considering the room where we mix chemotherapy was closed for over four months.



- A temporary hazardous clean room was constructed to maintain the processes used to keep both patients, nursing and pharmacy employees safe. Most importantly, there was never an instant where service to our patients receiving cancer treatment was interrupted. We are proud that we were able to maintain our highest principle that RVH cancer patients receive their care at home throughout the entire construction process.
- Ongoing Emergency Department (ED) refurbishment with refreshes to the main corridor, waiting rooms, hallways, and triage rooms and completion of the exam rooms. Much of this work was funded by the RVH Foundation Catch the Ace proceeds.
- Stabilization of the slope/ravine at the north end of the hospital. RVH engaged the Town of Renfrew, as well as geotechnical and structural engineers to assess safety and provide a solution.

## New cyber security plan

The RVH Information Technology team (IT) has developed a cybersecurity plan as part of our IT strategic plan. The plan prioritizes cybersecurity awareness training for staff, ensures network security through multi-factor authentication for remote access to our system, and utilizes strong passwords.

Ontario Health (OH) is also committed to ensuring the highest standards of cybersecurity across our partner organizations. As part of this commitment, RVH is partnering with The Ottawa Hospital (TOH) as the Local Delivery Group (LDG) to implement a Cyber Security Operating Model (CSOM) for our region. Recently, we have made significant strides at RVH, including the deployment of protection against malware and phishing attacks (CIRA Firewall DNS), a frontline defence against security threats, with log management, analytics, and a reporting platform (FortiGate Analyzer), and automated built-in intelligence to protect, detect, and respond to online threats (Microsoft Defender), along with continuous monitoring efforts. We have also implemented a disaster recovery process to ensure the network and data can be recovered quickly in the event of a cyber episode.

These accomplishments highlight RVH's dedication to safeguarding our systems and data. Moving forward, we will continue to enhance security through projects like a Security Maturity Assessment, and diversified equipment procurement.

## Accessibility

RVH strives to meet the needs of its employees and customers with disabilities and is committed to fulfilling our requirements under the Accessibility for Ontarians with Disabilities Act (AODA).

In 2023, we created the Renfrew Victoria Hospital Multi-year Accessibility Plan (2023–2027), which outlines the steps we are taking to meet those requirements, to remove barriers and to improve opportunities for people with disabilities.

The full plan is available on the Accessibility page of our website at: [www.renfrewhosp.com/accessibility](http://www.renfrewhosp.com/accessibility)

## Accreditation

As part of our commitment to ongoing improvement and ensuring that quality standards are being met, RVH undergoes regular accreditation assessments. Most recently accredited were:

- Echocardiography Quality Improvement (EQI) – Echo
- Ontario College of Pharmacists (OCP) – Pharmacy
- Canadian Association of Radiologists (CAR) – Mammography.

## Financial Performance

RVH ended the 2023–2024 fiscal year with our 34<sup>th</sup> consecutive balanced budget, with all capital projects managed on budget and on time.

## Foundation

2023–2024 was another great year for the RVH Foundation. The popular RVHF Catch the Ace 4 was won in week 35, and Catch the Ace 5 introduced the online purchase option. Both 5 and 5 ‘take two’ were record breakers with the Ace of Spades being found in week 2 and week 4 respectively. The lottery continues to be a favourite event within our community.

In 2023, the RVH Foundation introduced the “EQUIP RVH” project, directing all funds raised to purchase capital equipment required in various hospital departments.

The RVHF Signature events – Put Your Breast Foot Forward, the Giving Tuesday MYFM Match project, and the Tree of Lights – were very successful and, along with amazing community support, resulted in the RVH Foundation surpassing its 2023–2024 funding targets. The highlight of the year for the Foundation was the 25<sup>th</sup> Anniversary of the RVH Golf Classic. Although delayed until September due to poor air quality caused by forest fires in June 2023, the event was a wonderful celebration of 25 years of golfing for RVH. It was the final tournament under the direction of long-time RVH Foundation



Chair Jim Lemenchick who retired after dedicating 29 years to the Foundation and the Renfrew Victoria Hospital.

The RVH Foundation team’s motto, “Giving our best each day to build on the proud past of the RVH and the RVH Foundation” provided the motivation required for the team to surpass its 2023–2024 goals.

## Auxiliary

The RVH Auxiliary (RVHA) organized many successful fundraisers over 2023–2024 with the hard work of the fundraising committee, members, and community partners. Events included three annual bake sales at Scott & Sons Hardware, a Strawberry Shortcake sale with cakes generously donated by Renfrew Metro, and a spring fashion show in partnership with St. Paul’s Anglican Church. In October and November several members gathered to make tourtières, and over 400 pies were sold! The RVHA Christmas Raffle was also a big success with

three wonderful prize packages including a Pit Barrel Smoker package, a golf package and a cash package. Many thanks to Huckabone’s Farm Equipment, Calabogie Highlands Golf Resort, and our sponsors, Deslaurier Custom Cabinets Inc., Melcher Heating & Cooling, Valley Automation & Control Inc., and Mack MacKenzie Motors Ltd. The Auxiliary gift shop continues to flourish and the ‘break-open’ ticket sales are building.











The Auxiliary was pleased to present a cheque for \$78,000 to the Renfrew Victoria Hospital at the 2024 volunteer luncheon.

# Fast Facts

Our People  
Our Hospital  
Our Patients



## 2023–2024 STATISTICS

 <p>Active Physicians – 29 Associate Physicians – 3 Honorary Physicians – 2 Consulting Physicians – 50 Casualty Officers (including Locums) – 18 Radiologists – 70+</p>	 <p>Employees – 465 Beds – 55 (Includes 40 Active Beds and 15 Complex Continuing Care Beds)</p>
 <p>Medical Residents – 31 Medical Students – 12</p>	 <p>Admissions – 1,695 Average Length of Stay, days – 9.62 Bed Occupancy – 88%</p>
 <p>Oncology Visits – Chemotherapy – 1,172 Oncologists – 30+</p>	 <p>Surgery Appointments General Surgery – 396 Endoscopy – 911 Gynecology – 209 Urology – 177 ENT – 106</p>
 <p>Emergency Visits – 21,427</p>	 <p>Hemodialysis Treatments Renfrew – 7,872 Pembroke – 3,761 Barry’s Bay – 1,118 Nephrology Clinic Visits – 2,196</p>
 <p>Sleep Studies – 978 Sleep Clinical Appointments – 1,396 Pulmonary Function Studies – 1,370 Respirology Appointments – 429 Stress Tests – 463</p>	 <p>Medical Imaging Appointments CT – 10,187 X-Ray – 14,132 Ultrasound – 6,859 Mammography – 1,298 Ontario Breast Screening Program (OBSP) – 2,269 Bone Mineral Density (BMD) – 788 Echocardiography – 1,624 Electrocardiograms (ECG) – 1,624</p>