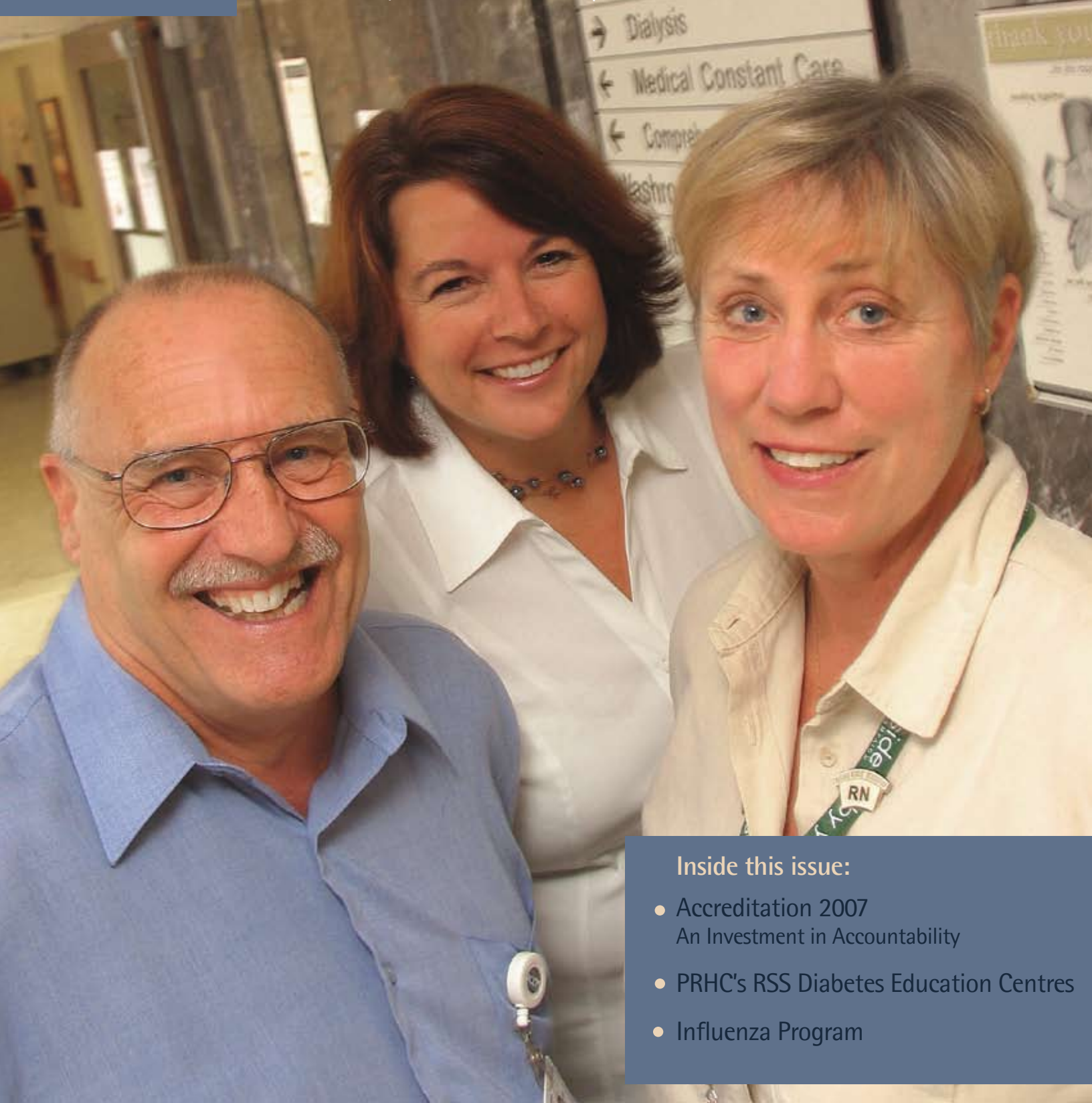


# Insites

Our Values: Accountability • Innovation • Respect



## Inside this issue:

- Accreditation 2007  
An Investment in Accountability
- PRHC's RSS Diabetes Education Centres
- Influenza Program

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## Insites

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*Your opinion, comments and input are important to us.*

*Do you have suggestions for topics we can cover?*

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# Credibility & Accountability

## PRHC's Accreditation 2007

Welcome to the November issue of *Insites*. Whether it's you, a friend or a loved one, sooner or later we all have contact with the health care system.

It's no surprise then that the quality of that system weighs heavily on the minds of Canadians. PRHC's participation in the Canadian Council for Health Services Accreditation is just one of the ways the Health Centre lets the public know they can put their trust in us. This month *Insites* talks to the Accreditation 2007 teams about the work that goes into the process and why they think it's so important.

Speaking of trust, Peterborough and area residents with diabetes put theirs in the staff of PRHC's Adult and Pediatric Diabetes Education Centres. As November is Diabetes Awareness Month, what better time could there be to find out how these dedicated professionals are helping adults and children manage this serious illness?

With flu season right around the corner, influenza vaccines are top of mind for PRHC's Infection Control staff. Check out this

month's Strategic Plan in Action for a look at their plans to keep staff and patients healthy.

Finally, don't forget to pick up next month's first anniversary issue of *Insites* featuring the results of our first-ever Reader's Survey. Thanks again to everyone who responded and we'll look forward to sharing all your feedback.

### In this month's feature:



*Insites* looks at the accreditation process - how are members of the Human Resources team helping to ensure PRHC remains the place to be for care and career? Standing, left to right: Dave Gratten, Respiratory Therapy; and Louise Flaherty, RN. Sitting, left to right: Joan Arnold, Volunteer; and Jamey Coons, Human Resources.

### Coming in the December issue:

From film to filmless - *Insites* looks at PACS and finds out just what it took to get this monumental project off the ground.

On the cover - left to right: Bruce Whitney, Director of Mental Health Services and Accreditation Coordinator; Fiona Reynolds, Administrative Assistant, Mental Health Services; and Janis Darrah, Charge Nurse, Inpatient Rehabilitation.

# Our People

## New and Familiar Faces at PRHC



### Familiar Chris LaRue

*How long have you worked at PRHC?*

About 32 years. I started here in 1974, I believe.

*What do you do?*

I'm a Linen Clerk Attendant. I've been full time in Linen Services

for 27 years and I basically run the service for PRHC.

*What do you like about your job and working at PRHC?*

I like providing my customers with a quality product. I get a lot of satisfaction from it. I deal a lot with the nursing managers and they're outstanding to work with. They're great problem solvers. If there's an issue, we sit down and work it out until everyone is satisfied.

*What did you do before coming here?*

Before I came to PRHC I was in the Canadian Navy stationed out of Halifax.

*What do you like to do when you're not working?*

Woodworking is my main hobby. I make everything from yard critters to shelving units and cabinetry. It's something I'm looking forward to doing even more of when I eventually retire.

### New Dr. Michel Dionne

*How long have you worked at PRHC?*

I just started in mid-September.

*What do you do?*

I'm a Pathologist in the Laboratory.

*What do you like about your job and working at PRHC?*

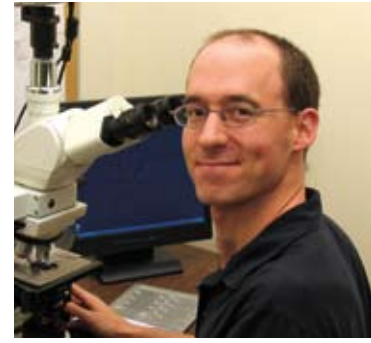
Most of my training and work experience has been in an academic centre but I really enjoy the atmosphere of a community hospital. I worked with Dr. Melville in Halifax and when she told me of her positive experience here at PRHC, it seemed like a good fit. I've not been here too long yet but so far I'm very impressed with my colleagues.

*What did you do before coming here?*

I was working in Halifax as a Pathologist at the QEII Health Sciences Centre which is affiliated with Dalhousie University. That's where I did my residency.

*What do you like to do when you're not working?*

I spend time with my wife. We decided to rent for the first year so we could take our time settling in. Right now we're spending most of our time just getting to know the city.



## Our Patients In Conversation

In 1996, Havelock resident Helen Burkholder suffered a heart attack and was told that her arteries were so narrow, there was very little that could be done. Flash forward ten years, five heart attacks and one bout with cancer later however, and Helen is feeling better than ever.

According to Helen, her survival and renewed lease on life is due in large part to the excellent care she has received at PRHC, particularly in the last year.

"In August of 2005 I found out I had cancer and needed an operation," says Helen.

"Unfortunately, I'd had so many heart attacks and my arteries were so bad, there was no way they could operate. I thought that was going to be it but the doctors at PRHC wouldn't quit on me. They sent me to Toronto where I had two stents put in."

Not only did the stents allow Helen to have the operation needed to treat her cancer, she feels like a new woman.

"My husband and my kids will tell you that my quality of life has changed completely," says Helen. "Before my treatment, I didn't have any. Last year I was going through a bottle of nitroglycerin spray every five days. Just getting up hurt and I felt like I could go at any time. Now a bottle lasts me two months. My doctors changed my life."



# Our Strategic Plan

In 2005, PRHC developed a new Strategic Plan outlining our mission, vision, values and five strategic directions.

*Insites* is pleased to bring you a monthly look at our Strategic Plan in action.

## Our Strategic Directions

### New Hospital Transition Plan

- Prepare for the transition to the new hospital through maintenance of the existing sites and securing sufficient resources, human and financial, to realize capital and operating plans.
- Assume occupancy of the new hospital.

### Enhancing the Quality of Care

- Implement and measure quantitatively and qualitatively improvements in care and service delivery.

### Realizing a Positive Workplace Culture

- Implement and measure quantitatively and qualitatively initiatives that will increase staff, volunteer and physician satisfaction.
- Maximize communication and alignment with corporate vision, mission, values and goals across the organization.

### Leveraging Technology

- Implement technology to realize the core elements of an electronic health record.
- Implement technology to improve business processes thereby increasing quality and reducing cost.

### Building Partnerships

- Establish partnerships that will improve the quality of care or service, enhance our reputation or reduce operating costs.
- Nurture a supportive relationship with our communities.

# In Action



## New Hospital

### Topping Off Ceremony

PRHC and new hospital contractor EllisDon celebrated a pinnacle moment in the construction of the new hospital recently with a luncheon held September 27th. Known as the “topping off,” the event celebrated the last concrete pour of the project.

The more than 500 trades people who attended were treated to a delicious BBQ lunch served with a side of thanks courtesy of EllisDon. The contractor took advantage of the milestone to honour the hard work of the trades people who have contributed to the construction project thus far, thanking them for their dedication.

Tom Holden, VP of Planning was pleased to see the various trades praised on this landmark day.

“Certainly from the Health Centre’s perspective, we’ve been impressed by the level of commitment demonstrated,” says Holden. “We have so many local employees working on the site. Everyone seems committed to building the kind of health care centre that this community deserves.”



Tradesmen celebrate the “topping off” of the new hospital at a BBQ lunch.



## Quality of Care

### Influenza Program

‘Tis the season for staff in Occupational Health and Safety (OHS) and Infection Control (IC). Flu season that is. That means they’ve been working harder than Santa’s elves to get this year’s Influenza Program up and running before the first sniffle.

The program is centred on a mobile OHS Flu Clinic for physicians, staff and volunteers starting in early November, and the Community Flu Clinic which begins November 20th and runs for four weeks. Other activities include general information sessions at both HDS and RSS and various Unit Councils, along with a variety of giveaways and draws to raise awareness of the program.

Noting that complications from flu can include bacterial pneumonia, ear infections, sinus infections, dehydration, and worsening of chronic medical conditions, such as congestive heart failure, asthma, or diabetes, Margaret Jay, Coordinator Infection Control, believes the immunization program is a critical component of PRHC’s commitment to quality of care.

“Anyone who wants to reduce their chances of getting or spreading the flu should get vaccinated,” says Jay. “This is particularly true for those who care for high risk persons. Healthy adults can infect others as early as one day prior to developing symptoms. The fact of the matter is that the single best way to prevent the flu is to get a flu vaccination each fall.”



## Positive Workplace Culture

### Code White

PRHC's Code White Lead Team members know they have a good program in place, but they also know there's always room for improvement.

Identifying a person who poses a threat to either themselves or others, PRHC's overhead page for Code White triggers assistance from responders from across the facility using two levels of urgency. "Code White Response" requests help with a situation that is potentially volatile but under control allowing responders to walk. "Code White Stat" requests urgent help with an out-of-control person and requires the fastest response possible.

With an average of about three calls for response a week, Bruce Whitney, Director of Mental Health Services and Team Chair knows the program is critical to ensuring the safety of PRHC's patients, staff and guests.

"We've made big improvements to Code White over the past couple of years," says Whitney. "We're also planning to roll out a new refresher training course in the next couple of months that will help ensure that staff members always get the help they need."

"We need to make sure our response is appropriate no matter what time of day it is," says Whitney. "That means we need people to respond and to know what to do when they get there."



## Leveraging Technology

### Library Intranet Contest



Judy Marshall of PRHC's Library and Telehealth Services.

Library and Telehealth Services made the most of PRHC's new intranet this past September, working to spread the word about the resources available on the library's site and encouraging staff to give it a try.

Working with PRHC Webmaster Jamie Cole, Judy Marshall designed an online contest prompting participants to navigate the library site and use the StatRef online book collection to look up the answer to a skill-testing question.

StatRef is a collection of 60 up-to-date, searchable nursing and medical reference books. The library site also provides access to several research databases for locating journal articles in medicine, nursing, psychology, and allied health. Staff and doctors can use these resources from home or office simply by obtaining a user name and password from the library.

"The contest was a big success," says Marshall. "About 120 staff from both patient care and admin areas of the hospital entered and we had great feedback. Many people said that they couldn't believe how easy it was to use."



## Building Partnerships

### Syndromo Surveillance

An ongoing partnership between PRHC and the Peterborough County-City Health Unit received some impressive kudos this fall when it was accepted for inclusion in the MOHLTC's Health Care Improvement Practices Registry. Known as Syndromo Surveillance, the project has been judged important enough to be included in this on-line registry of best practices from across the province.

According to Dr. Garry Humphreys, Medical Officer of Health for the Peterborough County-City Health Unit, the partnership is an important one. "Syndromo Surveillance provides early detection of possible outbreaks of illness in our community."

Tracking nine possible symptoms including fever, cough, headache, vomiting, diarrhea, rash, pneumonia, paralysis and/or disorientation in emergency room patients, staff enter data into a web based program developed by the Peterborough County-City Health Unit allowing them to monitor potential infection outbreaks.



Dr. Garry Humphreys, Medical Officer of Health for the Peterborough County-City Health Unit.

# People & Talk

## Kudos & Congrats

A big round of applause goes out to the following PRHC staff members for their recent efforts on behalf of the Health Centre. Kudos and congrats to:

- October's MVP nominees Lynda Sutherland, Clerk, Outpatient Rehab Therapies; Jacquie Henderson, RN, Emergency Department; Marilyn Kot, RN, Medical Outpatients, RSS; and Ward Rosebush, Security Officer, RSS.
- P.E.A.T. Nurses Mary Timms and Elaine Barringer for having their project included on the MOHLTC's Health Care Improvements Registry. To check it out, visit [www.improvementpractices.on.ca](http://www.improvementpractices.on.ca).



Left to right: Brian Boyle, Barb Rossiter, Lori Webb, Leah Panchen-Scott, Lauren McColl and Shari Allen participate in the PRHC costume parade at HDS.

## Fond Farewells

Goodbye to Margaret Hundt RN, who retired from the OR on October 31, 2006. Good luck and best wishes Margaret!

## Children's Christmas Party

Just a reminder that the Social and Athletics Committee is holding its annual Children's Christmas Party on Sunday, November 26, 2006 at 1:30 pm at the Evinrude Centre. The fun will include gifts, t-shirt and cookie decorating, face painting, a jumping castle, snacks, a visit from Santa and more. Immediate family of employees, physicians and volunteers with children 12 and under are welcome. Tickets are \$10.00 per child for S&A members, \$25.00 per child for non-members.

## United Way Employee & Family 3K Fun Walk

Staff and their families turned out ready to walk 3K and have fun for the United Way on Sunday, October 15th. The event was in support of PRHC's 2006 United Way Employee Campaign.



## Volunteer Luncheon & Fashion Show

PRHC's annual Volunteer Luncheon and Fashion Show will be held Wednesday, November 29th at Westdale United Church (1509 Sherbrooke Street W., Peterborough). This

year PRHC staff is invited to join in the fun for the fashion show portion of the event beginning at 1:30 pm. For more information, call Volunteer Services at ext. 4246.

## Halloween Spooktacular

The Values Effectiveness Committee would like to thank everyone who participated in the Halloween costume parade and decorating contest at both HDS and RSS. The winners for best costume were Randy Wood (RSS) and Helen Crack (HDS). Best decorating went to 4A Outpatient Rehab at RSS and the Comprehensive Stroke Unit (Hutch 1) at HDS. The committee would also like to thank the judges who had some very difficult decisions to make.



Left to right: Cathy Mitchell and Sandra Smit of Outpatient Rehab at RSS.



Left to right: Stacey Sanderson, Kasia Luebke, Vonnie Wells, Barb Huggins, Helen Crack, Ginny Jackson, Sharon Sevigny and Debbie Dunford of the Comprehensive Stroke Unit pose after winning the HDS Halloween decorating contest.

## Retirement Tea

PRHC staff members who retired during the period June 1, 2006 to December 31, 2006 will be honoured at a retirement tea on Friday, December 15, 2006. The event will take place from 2:00 – 3:30 pm in the HDS Cafeteria. Come and let them know they'll be missed.

## Festival of Trees

Peterborough's premier Christmas event gets underway November 21st and runs until November 26th at the Memorial Centre. Organizers promise a spectacular event in keeping with their theme of "Winter's Dream." As one of the Festival's three beneficiaries, the PRHC Foundation would like to encourage everyone to take part in this wonderful community event.

## Thank You

The Pharmacy & Therapeutics (P&T) committee would like

to take a moment to acknowledge the service of Dr. Susan Sudbury to P & T over the past several years. Her contributions were greatly valued by the committee. Dr. Sudbury also played an active role on both the Medication Safety, and Antibiotic Utilization Committees where her clinical expertise was highly valued. Her Hospitalist torch has now been passed to Dr. Ben Chan. On behalf of the Committee, Chair Dr. Jim McGorman welcomes Dr. Chan.

## Flu Clinics

Occupational Health and Safety and Infection Control remind everyone to protect themselves and patients by getting a flu shot. The mobile flu clinic will be in operation at both sites throughout the month of November. For more information, check the schedule on the PRHC intranet or call ext. 3956.

# Accreditation 2007

## An Investment in Accountability

Stop an Accreditation 2007 team member to ask them about their experience and chances are, the first thing they will comment on is the amount of effort required. Months spent reviewing and evaluating hundreds of standards, policies and procedures before subjecting their efforts to the rigorous scrutiny of a four-day, in-person peer review. Simply put, it is a lot of work.

So why do they do it? Why do hundreds of already busy staff, physicians and community members agree to help with this arduous but voluntary process every three years? The answer is just as simple. They believe it is the most effective way for PRHC to celebrate its successes while demonstrating a commitment to quality and accountability to the community.

For Respiratory Therapist and Human Resources team member Dave Gratten, it is this need for accountability that justifies the sheer volume of work.

“It’s really important that the public sees we are reviewing our processes,” says Gratten. “I believe it’s our responsibility to show them that we are maintaining the best standards and practices that we can.”

Administered by the Canadian Council on Health Services

Accreditation (CCHSA), health care facility accreditation consists of a self-assessment, on-site survey, and improvement follow-up action plans for all areas of service. Its purpose is to provide a framework of standards from which to measure both clinical and operational performance, giving an accurate and thorough picture of both weaknesses and strengths.

The standards applied to each area are as varied as the services provided by PRHC’s many departments. Addressing both direct and indirect care, they cover a range of information from the statistical to the anecdotal.

“Accreditation looks at everything we do here at PRHC,” says Bruce Whitney, Director of Mental Health Services and Accreditation 2007 Coordinator. “It asks if we know what populations we serve and if we have overall strategic objectives. It questions if we have proper safety practices for infection control and whether we keep our grounds properly. The entire organization is under review so at the end, we know exactly where we stand.”

Seventeen teams from across the hospital are currently participating in the six to eight month long self-evaluation. As each team has an average of 12-15 members, Whitney estimates that more than 250 people are actively involved in the project.

“The teams represent every area of the hospital,” says Whitney. “There are 13 direct patient care teams representing areas like surgical services and palliative care, and four indirect that cover leadership, environment, human resources and information systems. Their job is to review the common industry standards set out for their area by the CCHSA and determine how PRHC is meeting them using a predetermined rating system.”

In addition to her role as Manager of Volunteer Services, Visitor Information and Spiritual Care, Sue Robertson is Accreditation Team Lead for Human Resources. An enormous portfolio, her team is responsible for reviewing the standards associated with everything from staff safety and work life, to PRHC’s physician credentialing process, to staff flu shot rates.

“A lot of our standards have to do with the health, safety and well-being of our workers,” says Robertson. “We’re talking a lot about job design, workplace culture, and staff communications. Since our team is made up of a cross section of employees and volunteers, we’re engaging in lots of dialogue on these important issues while we work.”

In fact, in addition to increasing credibility, accreditation promotes both internal and

Members of the Rehab Team - standing, left to right: Anne Clark, Inpatient Physiotherapist; Tamalea Stone, Occupational Therapist; Janis Darrah, Charge Nurse; and Vicki Boase, Physiotherapist. Sitting: Cathy Berges, Manager of Rehab Therapies.



external communication and collaboration. Janis Darrah, Rehabilitation Team Co-lead and Charge Nurse in Rehabilitation Services says she's witnessing this team building first hand.

“Our team is made up of a variety of professional disciplines like Nurses, Physiotherapists, Speech Language Pathologists, Home Care Coordinators and Physicians just to name a few,” says Darrah. “Most importantly though, we also have representation from our patients and their families. Although it is very time consuming, we feel this exercise is worthwhile and enlightening. It's really forced us to communicate and reflect on areas where we shine and areas where we can make positive changes.”

When the self-evaluation component is completed by the middle of November, the findings of the staff teams will be brought forward for review and discussion by department directors and senior management by January 31st. From there, Fiona Reynolds, Administrative Assistant to Bruce Whitney, will have the gargantuan task of compiling both the evaluation and evidence-based binder used to prove the team's assertions when the peer reviewers arrive the first week of May.

“Our four reviewers will be with us from April 30th until the end of the

day on May 3rd,” says Whitney. “On the last afternoon, they'll meet with all the teams as a group and share where they think we stand right away. It's great for the staff because they don't have to wait the 90 days it takes to get the written report.”

PRHC CEO Paul Darby says that both the Senior Team and Board of Directors greatly appreciate the efforts of everyone on this project.

“Although preparing for the survey and the external visit is a lot of work for a lot of people at PRHC, it provides us with an opportunity to highlight and celebrate the good work we have done over the last three years,” says Darby. “We'll also benefit from the advice of the surveyors as they explore our programs and services on paper and in person in May 2007.”

For Whitney, the number one reason to participate in accreditation is this opportunity to shine a spotlight on the excellent efforts of PRHC's approximately 2,000 employees.

“When you're as busy as the people who work in health care are, it's easy to focus only on what we're not doing right,” says Whitney. “Accreditation forces us to take a step back and objectively look at how well we're really doing. Yes, it alerts us to things we might not have thought about or pursued as diligently as we could have and that's important. What's just as important is that it shows the many things that our staff, physicians, nurses and volunteers do right every single day without even thinking about it. That makes it all worthwhile.”

Standing, left to right: Penny Frederick, RN; Jodi Hazel, RN; Janet Harris, RD; Rhonda Holland, RN; and Jodi Dawson, Administrative Assistant. Sitting, left to right: Janice Stringham, RD; and Celia Ayotte, RN.



## managing diabetes

# It Takes a Team

Each November, advocates use Diabetes Awareness Month to remind Canadians that if left untreated or unmanaged, diabetes can be deadly. Their suggestion? Having the right people on your side can make all the difference. In Peterborough, the right people can be found at PRHC's Adult and Pediatric Diabetes Education Centres (ADEC & PDEC) on Rogers Street.

Diabetes is a serious disease that affects the body's ability to produce or respond properly to insulin, a hormone that allows blood glucose to be used for energy. More than two million Canadians have diabetes and by the end of the decade, this number is expected to rise to three million. Left untreated or improperly managed, diabetes can result in a variety of complications, including heart, kidney and eye disease, blindness, amputation and erectile dysfunction. The key can be found in active living, healthy eating, and medication.

Operating since 1995 and 1998 respectively, PRHC's ADEC and PDEC provide diabetes management education services to adults, and ongoing education and support to children and their families. The centres provide patients with access to diabetes professionals including registered nurses, registered dietitians and physicians. Together they provide advice on blood sugar monitoring, medication and meal planning. Consultations are also available with chiropody services, pharmacists, endocrinologists and social workers.

"People living with diabetes need access to qualified professionals who can tailor the information they need to manage their diabetes most effectively," says Janice Stringham, a Dietitian at the ADEC. "We work as a team to give them the tools they need to self-manage and reduce the risks associated with their disease."

The PDEC offers clinics with a multidisciplinary team including diabetes specialist pediatricians, registered nurses, registered dietitians and social workers. Patients and their families are seen at least four times a year which allows the team to address the challenges of managing diabetes through each stage of the child's life.

The ADEC's outpatient services include both one-on-one instruction and group education on topics like healthy lifestyle and living with diabetes. Services are available to adults with type 1, type 2 or gestational diabetes who are newly diagnosed or who need to update their management skills.

"About 90% of all diabetics suffer from type 2 diabetes," says Stringham. "It's important that adults know that its onset may be prevented or delayed just by eating well, watching your weight, staying active, reducing stress and quitting smoking. If we take these steps now we're looking at a much healthier future."

# New Hospital News

If the last 15 months are any indication, the year and a half that remains until PRHC makes the big move is going to fly by. With this in mind, over the coming months *Insites* and the Move Planning Team will provide advice and information that staff can use now to help ensure that the move process is a smooth one. This month, *Insites* looks at getting organized, a.k.a. "the urge to purge."

If a family is moving from house to house, does it make sense to spend time and money moving items that they haven't seen, used or needed in years? The Move Planning Team and Housekeeping Services think the answer to this question is a resounding no! That's why they're asking that every department start to get rid of the surplus, broken, out-of-date and unused stuff that's hiding throughout the Health Centre.

Getting organized now isn't just about the money either. In addition to paying movers more for the time required to move unnecessary items, excess boxes and unused equipment could also pose a safety hazard in the new building. In fact, on a recent tour of our current facilities, Health Care Relocations (HCR) identified the large amounts of "stuff" stored throughout PRHC's buildings as a potentially high risk area.

All departments should be starting to earmark documents and equipment that will not be moved to the new building. This includes documents that have been kept beyond the required retention time or are kept by more than one department. Day to day confidential material should be disposed of in one of the many *Shred It* boxes found in every department throughout the

hospital. When large document purges are undertaken, staff is asked to box the material, identify it as documents to be shredded, advise Housekeeping Services, then sit tight. Housekeeping will let *Shred It* know to pick it up on their next scheduled visit.

Broken or unused equipment should first be cleared for disposal through the department manager. Once the OK has been given, the equipment should be set safely aside and Housekeeping contacted to arrange for a trash pick up.

Not sure if it's OK to destroy a file or throw away a broken chair? Not

to worry as there are people and policies in place to help. Check out PRHC's Document Retention Guidelines Policy available from all department managers. Questions about equipment purging can be directed to the new hospital equipment planners at ext. 3602.



## PRHC Purge Timelines

The new hospital planning team is working in concert with Hospitality Services to ensure timely and stress free purging. The following are some preliminary focus timelines to help each department plan ahead.

January 2007 – Start the new year off right by getting organized!

May 2007 – Document disposal

September 2007 – Equipment and garbage disposal

January 2008 – Here we go - the final BIG push to get rid everything that isn't going to the new building!



# by your side

## CAMPAIGN

Thanks to your commitment to the By Your Side Campaign, the PRHC Family has raised more than \$1 million so far! The generous pledges have come from all areas of the Health Centre including PRHC staff, PRHC volunteers and members of both the Foundation Board and the Hospital Board. The Physician Division is just getting underway so our total will continue to grow bringing us closer to realizing the dream of transforming health care for our growing community. The money raised will be used to buy new and upgraded medical equipment and technology that will change the face of patient care in this region.

**Employees & Boards: \$646,000**

**PRHC Volunteers: \$502,840**

There is no doubt that the success of this critical phase in the By Your Side Campaign is thanks to the many Health Centre employees who showed their support and our Family Campaign volunteers who gave so generously of their time. Thank you for your leadership and support.



To find out more about the By Your Side Campaign, contact the Foundation office (2nd Floor Hub - HDS) – we would love to see you!

**our mission statement:** The Foundation inspires our communities to donate funds for urgent equipment and facility needs to advance patient care at Peterborough Regional Health Centre.

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