



Community Report 2009/10

Dear Community Members,



Left to right: Ken Tremblay, Barb Cameron, Dr. Peter McLaughlin

In a year of ups and downs, Peterborough Regional Health Centre's (PRHC's) financial situation came to the fore. In a fiscal environment where performance and quality attracts investment, the Board, management and medical staff began to wrestle with the accumulation of a decade of unfavourable trends.

Early in 2010, the Board of Directors passed a motion to balance the budget by March 2012, and to become a top-quartile performer. The motion was supported by the hospital's medical administration and physicians, staff and volunteers from across the organization further focused on generating cost-saving ideas – a process we called *Renew*.

The result is our Hospital Improvement Plan (HIP), which outlines dozens of strategies to balance our books as we maintain access to high quality care. Slated for approval in mid-July by the CE LHIN, we are all committed to the plan, to a strong financial future and of course, the best possible patient care for the residents of our region.

Thanks to our 350 physicians, 2,200 staff members and 600 volunteers for their continued commitment and dedication, and to the community for its support, as we work to *Renew*, our organization.

Sincerely,

Barb Cameron, Chair, Board of Directors

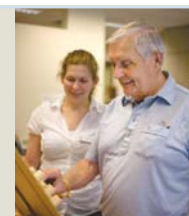
Ken Tremblay, President & CEO

Dr. Peter McLaughlin, Chief of Staff

P.S. We also welcomed our new President and CEO Ken Tremblay this year. Read more on page two.



Our Achievements



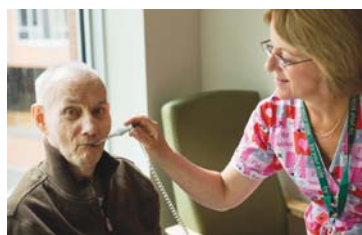
PRHC's Strategic Directions

HIGH QUALITY
PATIENT CARE

A GREAT PLACE
TO WORK

A STRONG
REGIONAL CENTRE

- **Accreditation 2010:** This spring physicians, staff and volunteers took part in an on-site Accreditation survey. The survey evaluated our hospital and its practices against national standards. PRHC met 97% of those standards – an indicator of outstanding patient care, and a commitment to quality and patient safety at all levels of the organization.
- **Hand Hygiene Compliance:** PRHC publicly reported its hand hygiene compliance rates for the fiscal year ending March 31, 2010 at close to 94% and 97% before and after patient contact. PRHC's 2009/10 compliance rates are even higher than in 2008/09 (89% and 94%) and well above the provincial average of 66% and 79% respectively. In fact, PRHC posted the fourth highest ranking among its cohort of large community hospitals.
- **Wound Care Program:** In 2006, 21% of PRHC's inpatients had some level of pressure ulcer that was hospital-acquired. PRHC's leaders knew that pressure ulcer prevention and treatment needed to be improved. Four years later, the incidence of hospital-acquired pressure ulcers has decreased to 9%. This best practice recognizes that facility-acquired pressure ulcer rates are a barometer of



quality of care and provides us with an example of how improving that quality of care has earned some efficiencies. The reduction in incidence of pressure ulcers by more than 50% translates into a more than \$4.5 million cost-saving.

- **Blood Conservation Program:** The Blood Conservation Program has seen up to a 20% reduction in the rate of blood transfusions in orthopedic joint replacements at PRHC since 2004 – one of the best in the province. By avoiding blood transfusions, patients' length of stay is decreased by 4 days and they leave the hospital stronger, in improved condition and able to do post-operative exercises that are critical to their full recovery.



- **t-PA Treatment Timing:** PRHC met its target of providing thrombolytic (tPA) treatment to eligible stroke patients within 60 minutes of arrival in the Emergency Department. Achieving this target improves quality of life for stroke survivors, their family and friends.
- **Inter Agency Influenza Pandemic Planning:** PRHC continues to play an important role on the Inter Agency Influenza Pandemic Planning Team, which facilitates and coordinates influenza pandemic planning in Peterborough City and County.
- **SPECT CT:** A SPECT CT camera was installed at PRHC this year. This cutting-edge technology is the first of its kind for Philips Medical in Canada. The SPECT CT camera provides patients with enhanced imaging studies by combining technologies of nuclear medicine and CT together for better diagnosis and treatment.
- **Falls Prevention Strategy:** PRHC has seen a reduction in falls with harm by 35% since the implementation of its Falls Prevention Strategy in 2008. Patient falls are among the most common incidents reported in hospital and are a leading cause of death in people ages 65 or older. PRHC's Falls Strategy is critical to reducing risk and improving clinical outcomes and quality of life for our patients.

A plan for a strong financial future



A packed PRHC cafeteria listens as Ken Tremblay discusses the HIP.

PRHC's Hospital Improvement Plan (HIP), mandated by the Central East LHIN (CE LHIN) as part of the Peer Review process, will chart our course to a new, steady state. It will be reviewed by the CE LHIN Board of Directors midsummer.

PRHC's HIP is "homegrown," based upon more than 2,400 cost-saving ideas from physicians, staff, volunteers, health care partners and stakeholders. While the 60 Peer Review recommendations were taken into account, the HIP

protects the integrity of our programs and services, minimizes job loss in clinical areas, and closes fewer beds.

PRHC held seven public information sessions in early June, to discuss the proposed strategies and collected community feedback.

The HIP captures savings associated with reducing lost-time injuries, overtime, sick time, front-line restructuring and patient length of stay in hospital, among other initiatives.

"These changes are significant for the organization, but so is the size of the problem," said Ken Tremblay, PRHC President & CEO. "The HIP was prepared in a principled way. It's a plan we can deliver on while we preserve programs and services."

"Once we reach our new steady state, PRHC will be able to further its regional role. As a top performing hospital, we will be worthy of investment and in turn, offer enhanced and expanded services, such as Percutaneous Coronary Intervention (PCI) and radiation therapy."



Welcoming a new President and CEO

The morning of February 1, 2010, PRHC welcomed new President and CEO Ken Tremblay, as well as the Peer Review team, which was charged with the task of pouring over PRHC's financials to find significant savings. Needless to say, Ken hit the ground running; he hasn't stopped since.

Ken came to PRHC from Chatham-Kent Health Alliance (CKHA) where he had been President and CEO since 2003. Among his accomplishments there, Ken led CKHA to become one of Canada's Top 100 Employers.

"Why blog? Because healthcare is too complex and important for a sound bite."

– Excerpted from Ken's Blog, April 12, 2010

Upon his arrival at PRHC, Ken began blogging for hospital physicians, staff and volunteers, as well as for community members. He regularly writes about the activities, issues and topics that find their way to his office, the organization, the region and Ontario's healthcare landscape. Ken's Blog, which has become a must-read among staff members, is at www.prhc.on.ca.

In between blog entries, Ken is out and about in the hospital and in the community. He has become known for handing out Tim Hortons coffee coupons as he greets staff members, and recently gave out his 200th. He regularly holds President's Forums – afternoon and late-night sessions in the cafeteria open to all PRHC staff members to discuss the news of the day.

Ken has also made presentations to City and County councils, along with more than a dozen township councils, service clubs and groups. Meanwhile, he has joined the Rotary Club of Peterborough, the United Way of Peterborough and District's 2010 Campaign Cabinet and participated, and is still suffering a sore back from the YWCA's Walk A Mile In Her Shoes event...



Left to right: President & CEO Ken Tremblay, PRHC staff members Jonathan Bennett and Walter Della Mora, Past Chair, PRHC Board, Ken Powell.

A Partnership Pledge

Excerpted from Ken's Blog, April 15, 2010

PRHC is pleased to introduce its Partnership Pledge. It's posted all over the Health Centre, it's inside every patient handbook, and now, it's time to make it sing...

As care providers, patients and family members at PRHC, we're all in this together. And the Partnership Pledge is as simple, and as complicated, as that. It's a promise, of sorts, to recognize our respective responsibilities in creating the best care possible. It speaks to communication, courtesy, hand hygiene, proper patient identification and much more. Research tells us that educating patients about their role and engaging them in their care improves their experience and their outcomes. In fact, this practice is now considered a standard of care and is an Accreditation Canada required practice.

The idea behind PRHC's Partnership Pledge comes from Johns' Hopkins Hospital in the US, an international leader in patient safety. However, it's very much our own... Hundreds of PRHC physicians and staff members and some of our patients and family members contributed to its development.

And so, the things that were previously part of our routine as health care providers, are now part of a very public promise to our patients and family members. Similarly, the Partnership Pledge sets out our expectations of patients and visitors. Together, we've articulated these standards; put this commitment in place and now, we all know to expect nothing less.

As PRHC physicians, staff and volunteers, we will:

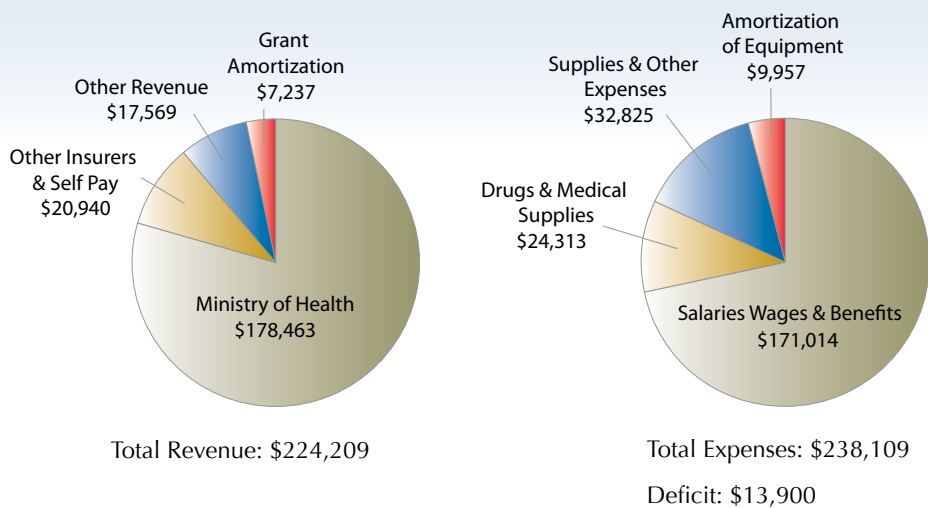
- Introduce ourselves
- Work together to plan your care
- Explain your care and answer your questions
- Check your identification prior to a procedure, treatment, or medication administration
- Ensure you are taking the right type and amount of medication
- Ask you about your pain and keep you as comfortable as possible
- Clean our hands often and do our best to protect you from infection
- Address any safety concerns you have
- Maintain an environment that is safe and clean
- Respect and be courteous to you and your visitors

As PRHC patients and visitors, we will:

- Ask questions and speak up if we have a concern
- Clean our hands often and remind others to do the same
- Designate one person to liaise with the health care team, if possible
- Make sure the information on the patient identification bracelet is correct
- Provide a clear and complete medical history, including current allergies and medication
- Help PRHC maintain an environment that is safe and clean
- Be responsible for our belongings
- Respect and be courteous to PRHC physicians, staff, volunteers and other patients



Financial Statements 2009/10 (\$ million)



Complete audited statements available upon request.

Service Volumes

	2009-10
Births	1,466
Diagnostic Imaging Procedures	120,562
Emergency Department Visits	73,259
Inpatient Discharges	14,427
Ontario Breast Screening Program	5,772
Women's Health	21,173
Surgeries	24,624

Note: 2009-10, OBSP includes KWW 3,329 + KDIABC 2,443