

PRHC Vision 2014

Engaging. Planning. Inspiring.



Peterborough Regional Health Centre
Strategic Plan 2011 – 2014

Message from the Planning Chair

Peterborough Regional Health Centre (PRHC) and its predecessors have been serving the counties of Peterborough, Haliburton, Northumberland, and Kawartha Lakes for over 100 years. The 300,000 people living within the region expect to have access to high quality health care when they need it. Changing demographics as well as geographic and financial considerations will influence PRHC's ability to continue to meet community needs.

Our Strategic Planning process began by asking our staff and external stakeholders "what issues or opportunities they see for PRHC". We learned that our stakeholders want us to deliver strong regional leadership and effective collaboration across the health care continuum. In addition, our patients and community members identified a number of opportunities to improve the patient experience at PRHC.

We listened to our stakeholders and applied their input along with leading practices to develop a set of Goals and Outcomes for each of our three Strategic Directions:

1. Strong Regional Center,
2. High Quality Patient Care, and
3. A Great Place to Work.

Our strategic plan provides clear and measurable goals and outcomes, yet is flexible enough to respond and adapt to changes in our environment. This planning process is just the beginning of an ongoing dialogue we intend to maintain with our health sector partners, our patients and the communities we service.

Gary Lounsbury

Signature

Message from the CEO

Peterborough Regional Health Centre provides health care services to Peterborough and the surrounding regions. Since 2010, PRHC has undergone extensive restructuring in order to improve its financial position. The successful implementation of our Hospital Improvement Plan has led to significant process improvements and the return to a balanced financial outlook.

Over the past eight months the Planning Committee of the Board has worked in conjunction with the hospital administration to guide the Strategic Planning process. We realize that all health care providers in the region face common challenges: aging demographics, rising costs of health care delivery and shrinking budgets. As such, our Plan was developed in co-operation with partner hospitals, health care providers, and the community.

Our strategic plan leverages the vision, mission and values identified in 2009 and articulates the specific goals and outcomes we intend to achieve over the next three years. Our plan defines the hospital's priorities and positions PRHC for growth based on the needs of our community, our partner's priorities, and the patients in our regional catchment area.

Strategic planning is an iterative process and the implementation of the plan will be equally iterative. We intend to continue learning along the way and incorporate new information, insight and innovation into our initiatives to achieve the best possible outcomes in a continually evolving health sector.

Ken Tremblay

Signature

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Executive Summary

Peterborough Regional Health Centre (PRHC) has a long history in Peterborough stretching back over 100 years. The hospital came into existence as a two site entity following the government mandated amalgamation of Civic Hospital and St. Joseph’s Health Centre in 1999. The two sites were fully consolidated under a single roof when the new facility opened on 1 Hospital Drive in 2008.

PRHC like most hospitals is under increasing pressure to address the needs of an aging population and manage the rising costs of health care delivery. Additionally PRHC has undergone reorganization in response to the Central East Local Health Integration Network’s (CE LHIN) 2010 Peer Review and subsequent implementation of a Hospital Improvement Plan (HIP). Since implementing the HIP, we have significantly reduced PRHC’s debt and established a healthy fiscal outlook. Our strategic plan builds on the progress of the HIP and positions PRHC to work closer with its partners to meet the health care needs of the Region.

Our Strategic Plan incorporates input from the community, hospital staff, and health care providers and community agencies. The planning process included:

- A broad framework to capture the complexity of our environment;
- Forums to hear and listen to our partner and stakeholder voices; and
- Iterative and reflective planning workshops that challenged us to continually raise the bar.

Throughout the planning process, stakeholders voiced their desire to have PRHC effectively partner to deliver high quality, accessible health care. Our Strategic Plan positions us to meet the health care needs and partner to support the integration of services across the continuum of care.

PRHC Planning Context

Peterborough Regional Health Centre (PRHC) employs 2,200 staff, houses approximately 350 physicians with full privileges and has over 600 volunteers. PRHC offers acute and ambulatory care services including cancer, dialysis, interventional radiology and diagnostic imaging. The hospital serves approximately 300,000 people across Peterborough, Haliburton, Northumberland, and Kawartha Lakes counties.

Peterborough like most of Canada has an aging population. However, there are more people over the age of 65 in Peterborough than anywhere else in Ontario (18.8% vs. 13.6%)¹. In fact, the number of people 65 and older is increasing at a rate of 6.9% per year and is expected to rise to 11.9% by 2030². This shift in demographics contributes to the operational and financial challenges facing PRHC today and in the future.

The two major causes of mortality in Peterborough are diseases of the circulatory system and cancer. A considerable portion of the population (36% of residents over age 12) has at least one chronic health condition for example: cancer diabetes, heart disease, hypertension, stroke, asthma, chronic obstructive pulmonary disease (COPD) or arthritis³. Given

Peterborough's aging demographics, the number of people living with chronic disease will continue to rise over the next decade and potentially place further pressure on health care delivery.

Currently, the vast majority of social and civil services are found in the southern section of Peterborough County particularly within the City of Peterborough. In contrast, the northern regions are sparsely populated, underserved and deficient in public transportation. Patients living in towns and villages in the northern region are faced with a 25 to 62 km commute to Peterborough for specialized health services. As a result, accessibility, particularly in light of aging demographics will also influence health care service delivery.

PRHC has recently undergone a number of changes as a result of the 2010 Hospital Improvement Plan (HIP) implementation. The HIP was initiated as part of the Central East Local Health Integration Network's (CELHIN) mandate to ensure that PRHC ceases the practice of carrying an operating deficit. At the end of March 2011, PRHC approached completion of fiscal recovery with \$23 million of \$27 million in changes implemented.

Additionally, PRHC implemented a Quality Improvement Plan (QIP) consistent with the Ontario Ministry of Health and Long-Term Care's (MOHLTC)'s Excellent Care for All Act. To directly support the objectives of the Act, three quality themes are addressed by our corporate strategy:

- Patient Flow and Access;
- Patient Safety; and
- Patient Satisfaction.

¹ Peterborough County-City Health Unit 2010. Community Assessment Report 2010: Prepared for the purposes of Healthy Communities. Peterborough, ON.

² Central East LHIN. Environmental Scan 2009

³ Ontario Hospital Association - Bending the Cost Curve 2010

Overview of the Planning Process

Development of PRHC’s Strategic Plan leveraged initiatives already underway at the hospital such as the HIP and QIP.

Moving forward our Strategic Plan will:

1. Maintain the momentum for change and accountability established by the HIP and QIP
2. Position PRHC as a Regional leader and hub in the North East Cluster of the CE LHIN
3. Guide courageous conversations and decision making
4. Promote community engagement
5. Employ team building and alignment at all levels of the hospital
6. Provide the guideposts and specific details that will enable us to make our vision a reality
7. Inform decisions about the best use of resources (dollars, people, technology, infrastructure)

Planning Scope

- Broadly and transparently engage our community, staff and partner health care providers; and
- Clearly define the Hospital’s priorities given its existing strategic directions, values, mission and vision and amidst health system changes.

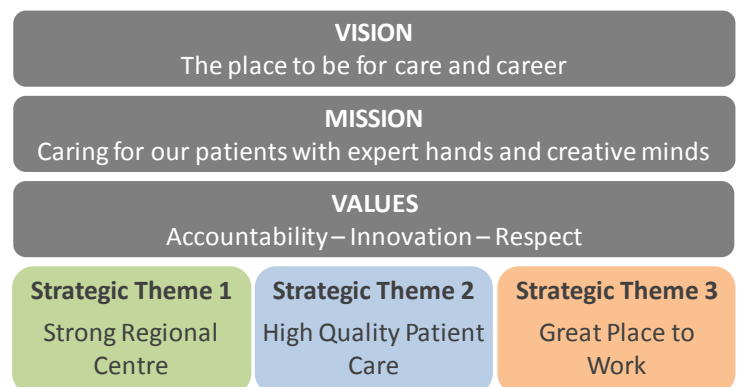
Planning Scope

The Strategic Planning process objective was to establish a plan that lays out PRHC’s priorities and positions it to evolve in tandem with the needs of its community, partners, funders, and patients.

The planning process provided a broad framework to effectively capture the complexity of our environment and shape information into a cohesive structure that promoted lively discussions, courageous conversations and the exchange of innovative ideas.

Our Strategic Plan builds on the Vision, Mission, and Values statements developed in 2009 and provides further detail on the specific goals and outcomes that will enable our staff, partners and stakeholders to contribute to helping us realize our vision and mission.

Our Strategic Themes formed the backbone of an expanded strategic plan that includes organization-wide goals as well as specific strategic goals and objectives for each of our clinical and clinical support programs.



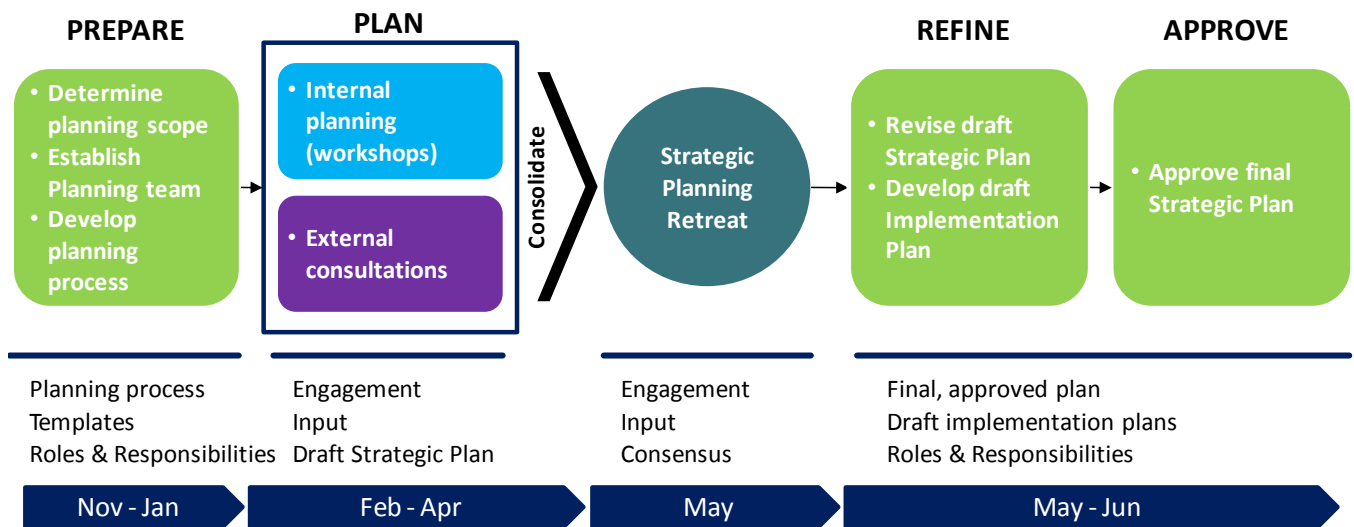
The Planning Process

The Strategic Planning Process spanned over eight months and included:

- A broad framework to capture the complexity of our environment;
- Forums to listen to our partner and stakeholder voices; and
- Iterative and reflective planning workshops that challenged us to continually raise the bar.

We followed an inclusive and transparent Planning process

Planning Process



PRHC's Strategic Planning Process was guided by the following principles:

1. *Transparency*
2. *Engagement*
3. *Courage*
4. *Accountability & Responsibility*
5. *Patient-focused, Patient-Centred*
6. *Highest Quality*
7. *Promote Integration*
8. *Achieve Sustainable Programs & Services*
9. *Support Centres of Excellence Within a Regional Framework*

Stakeholder Consultations

The Strategic Planning Team reached out to patients, public, staff, volunteers, and sector partners to identify opportunities to improve our service and meet the needs of our patients. Three streams of Stakeholder Consultations were employed:

1. **Patient and Public Consultations:** Community consultation sessions and on-line survey
2. **Staff and Volunteers:** Awareness campaign, planning meetings and on-line survey
3. **Sector Partners (External Health Care Providers, Community Agencies and Partners):** Focus groups and direct interviews with key stakeholders

The information captured in each of these streams was incorporated into the Strategic Plan.

We listened to our patients and the community

Strategic Planning Retreat

The Strategic Planning Retreat was held at Trent University on May 6 – 7, 2011. Participants included: PRHC Board members, PRHC Executive and management staff, physicians, nurses, CE LHIN, community-based health care workers, community agencies, municipal representatives

and members of the public. The Retreat provided all stakeholders with the opportunity to contribute input into the PRHC’s draft strategic goals, as well as identify partnership and collaboration opportunities.

PRHC leadership shared the information we had learned from the research, consultations and survey results and presented the draft organization wide goals. Retreat attendees participated in Break-out groups where they built upon the strategic goals context and discussed implementation methodologies and collaboration opportunities.

Planning Workshops

Planning workshops were conducted with clinical and clinical support program medical and administrative staff, the board planning committee and the executive team.



The goal of the Program Planning Workshops was to develop organization-wide and program-specific strategic goals for each of the three strategic directions. Development of these strategic goals was an iterative process driven by four successive workshops held for each clinical/service program. The workshops provided an opportunity for program staff to review research and data, consider stakeholder feedback, contribute input (draft goals and considerations) and align opportunities to support the needs of patients, partners, other health sector stakeholders and the community.

Strategic Plan Overview

Our Strategic Plan builds upon the 2009 – 2012 Vision, Mission, Values and three Strategic Directions and the 2010 Hospital Improvement Plan. Strategic planning is an iterative process and as such, the goals identified in our strategic plan are intended to cover a 2-year period with ongoing review and evaluation in preparation for a refresh in 2013. We expect to continue learning as we implement this plan and will embrace new findings and opportunities as they emerge to ensure that PRHC continues to move in the right direction.

Our plan sets the direction... Our people achieve the results

Over the next three years, PRHC will focus on three Strategic Directions:

1. Strong Regional Centre

As a Strong Regional Centre we will be responsive and respectful, reaching out to our partner health care organizations and beyond to collaborate on meeting the care needs in our communities.

2. High Quality Patient Care

We will provide high quality safe and accessible care in a manner that leads to the best possible health outcomes and a positive patient experience.

3. A Great Place to Work

PRHC will foster trust and respect for everyone who works in or with the hospital as part of developing a rewarding and high performance work environment.

The 2011 – 2014 PRHC Strategic Plan



We have developed the following ten Organization-Wide Goals to translate our Vision and Strategic Directions into reality:

Strategic Direction	Organization-Wide Goals	Goal Description
Strong Regional Centre	1. Collaborative Leadership	Provide responsive, collaborative and accountable regional leadership and planning for key regional programs and priorities in the North East Cluster of the CE LHIN to create a true “system” of care for the Cluster.
	2. Centres of Excellence	Establish Regional Centres of Excellence to enable access to high quality, efficient and cost-effective specialized care to support regional needs and growth.
	3. Coordination and Integration	Improve coordination and integration of care across the region to ensure the appropriate and cost effective use of available health care resources and services.
High Quality Patient Care	1. Health Outcomes	Continuously improve our care and service to ensure the best possible health outcomes for all patient populations.
	2. Patient Experience	Establish and meet meaningful and measurable patient interaction and care service commitments to improve the patient experience.
	3. Access	Coordinate direct and partnered access to appropriate, high quality health care services as close to home as possible.
	4. Safety	Embed safety and quality into everything we do to eliminate all preventable errors and adverse events.
A Great Place to Work	1. Build Trusting Relationships	Improve relationships and earn the trust of our community, staff, physicians and partners to inspire patient and provider confidence in our services.
	2. Value Our People	Create the environment for success for staff, volunteers, physicians and partners so they can apply their skills and talents to the fullest everyday to take care of our patients.
	3. High Performance Culture	Build a high performing culture of accountability that ensures fiscal sustainability and the right capacity and capabilities to provide exceptional services to our communities.

Strategic Themes and Organization-Wide Goals

Strong Regional Centre

Strategic Direction #1 – Strong Regional Centre

As a Strong Regional Centre we will be responsive and respectful, reaching out to our partner health care organizations and beyond to collaborate on meeting the care needs in our communities.

Goal #1 – Collaborative Leadership

Provide responsive, collaborative and accountable regional leadership and planning for key regional programs and priorities in the North East Cluster to create a true “system” of care for the Cluster

PRHC will provide Collaborative Leadership within the hospital and throughout the North East Cluster of the CE LHIN. Collaborative Leadership empowers staff and partners to proactively participate in and contribute to improving the delivery of health care services to patients across the North East Cluster. PRHC is committed to improving transparency and communication with our partners and ensure an open door to encourage meaningful dialogue on patient care and clinical programs at all levels.

Desired Outcomes:

- PRHC and its system partners have a common agreement on the best way to meet local health care needs and provide services as close to the home of the patient as possible.
- Provides clinical leadership that leverages the strengths and capabilities of clinical staff and system partners.
- Staff feel empowered and encouraged to be leaders in patient care and service everyday.

Goal #2 – Centres of Excellence

Establish Regional Centres of Excellence to enable access to high quality, efficient and cost-effective specialized care to support regional needs and growth.

PRHC, with the support of regional partners, will grow key program areas into Centres of Excellence to meet the broader North East Cluster needs for specialized care. Consistent with intent to provide collaborative leadership, PRHC will leverage regional partner capabilities and contributions in both the identification of the specialized care needs and the development of specialized care programs.

Desired Outcomes:

- PRHC proactively identifies regional specialized care needs and collaborates with partners to create opportunities to address those needs. Possible areas for consideration include Geriatrics, Mental Health, Vascular Surgery and Cancer Care among others.
- PRHC and regional partners work together to establish models of care for selected specialized areas recognized for their outstanding quality, continuous improvement and innovation.
- Residents of Peterborough and surrounding Counties have access to selected specialized care closer to home.

Goal #3 – Coordination and Integration

Improve coordination and integration of care across the region to ensure the appropriate and cost effective use of available health care resources and services.

As a Regional Centre, PRHC will facilitate integration and coordination across the continuum of care, from primary care to tertiary care, community care to long term care, and other points in between. We will collaborate with our local and regional partners to support seamless, integrated, consistent, patient-centred diagnostics, treatment, transitions and standards of care as close to home as possible.

Desired Outcomes:

- Integrated, multi-disciplinary programs and systems within the hospital to ensure appropriate leveraging of available resources and services.
- Strong external partnerships supported by streamlined referral patterns that leverage pockets of regional expertise and reduce unnecessary, inconsistent service duplication.
- Support the development of integrated electronic health records solutions across region.
- Ensure all patients experience a smooth transition from the hospital to home and/or other appropriate destination.

High Quality Patient Care

Strategic Theme #2 – High Quality Patient Care

We will provide high quality safe and accessible care in a manner that leads to a positive patient experience.

Goal #1 – Health Outcomes

Continuously improve our care and service to ensure the best possible health outcomes for all patient populations.

The term health outcomes, refers to a patient’s change or lack of change in health status following treatment and/or intervention. The application of clinical best practices along with an understanding of the implications of our patients’ lifestyle choices are key contributors to supporting good health outcomes. PRHC will continuously improve care and service to ensure that patients receive high quality, evidence-based care that is designed to meet their specific needs. To support the best long-term outcomes, we will ensure that upon discharge, patients have the right tools and knowledge to manage their health outside of the hospital.

Desired Outcomes:

- PRHC clinical staff consistently adopt and follow evidence-based, leading practice care protocols.
- Staff provide meaningful knowledge transfer to patients and their families throughout the care process and at the point of discharge to support a reduction in patient readmission rates.

Goal #2 – Patient Experience

Establish and meet meaningful and measurable patient interaction and care service commitments to improve the patient experience.

As health care providers we work in a service industry and must always place the needs of our patients first. PRHC will strive to provide a great patient experience from the first point of contact and the entire care episode through to discharge. We will ensure transparent, meaningful communications with patients and their families. Our staff will treat patients with respect and compassion and take every opportunity to be accountable for meeting the needs of our patients.

Desired Outcomes:

- Every PRHC patient is treated with respect and compassion and dignity.
- Staff feel empowered to make decisions and take actions that will improve the patient experience, resulting in both happier patients and a positive impact on PRHC’s organizational culture.
- Patients receive clear, timely communications about their care experience.
- Patient’s needs and expectations are met within the context of providing leading practice health care.
- Patient satisfaction scores are high and direct feedback is consistently positive.

Goal #3 – Access

Coordinate direct and partnered access to appropriate, high quality health care services as close to home as possible.

PRHC will continue to work on reducing wait-times, improving availability of services, and removing barriers to services. We will establish a more seniors-friendly environment to address the specific needs of our aging population. Additionally, we will work with our partners to develop a means of addressing accessibility issues for rural clients.

Desired Outcomes:

- PRHC and our partners will work together to address service gaps for specific patient populations and geographies
- PRHC staff are sensitive and compassionate towards patient populations with physical, cognitive and other impairments that may reduce their ability to navigate the health system (ie. hearing impaired, dementia, blind, mental health and addictions etc)
- We will ensure signage and information desks enable patients to easily navigate through PRHC.
- PRHC processes are streamlined and efficient supporting optimal patient flow.

Goal #4 – Safety

Embed safety and quality into everything we do to eliminate all preventable errors and adverse events.

An adverse event is defined as an undesirable experience associated with the use of a medical product by a patient. Across Canada, 7.5% of acute care hospital admissions result in adverse events. It is estimated that of the 185,000 adverse events, at least 70,000 are preventable⁴. PRHC will work to ensure that our rate of adverse events including adverse drug reactions is below the national rate. We will ensure that safety is process driven and directly built into our processes from the planning stage.

Desired Outcomes:

- Safety is embedded in our corporate culture and staff have the confidence, encouragement and ability to identify and proactively address safety concerns.
- PRHC is recognized as one of the safest hospitals in which to receive care in Ontario.
- PRHC actively tracks and publishes key safety measures including all adverse events.

⁴ Canadian Medical Association Journal (CMAJ) 17(11): 1678-1686. 2004.

Great Place to Work

Strategic Theme #3 – Great Place to Work

PRHC will foster trust and respect for everyone who works in or with the hospital as part of developing a rewarding and high performance work environment.

Goal #1 – Build Trusting Relationships

Improve relationships and earn the trust of our community, staff, physicians and partners to inspire patient and provider confidence in our services.

PRHC together with external health providers and community agencies form the continuum of care. Seamless patient transitions and addressing regional health care service gaps require good, trusting relationships between health care providers and agencies. Key PRHC staff members will regularly connect with and participate as active members of the broader health care community in order to fulfill our mandate as part of the continuum. PRHC will focus on transparency in outbound communications and effective listening at partner tables.

Desired Outcomes:

- PRHC is an active member of the broader health care community in the North East Cluster and engages in proactive communications, listening and planning with its partners.
- Relationship building is a core competency and role requirement that is included as part of the management team’s performance evaluation.

Goal #2 – Value Our People

Create the environment for success for staff, volunteers, physicians and partners so they can apply their skills and talents to the fullest everyday to take care of our patients.

The strength of any service organization is its staff. PRHC’s implementation of the CE LHIN mandated Hospital Improvement Plan has led to measureable fiscal and clinical successes. However, the pace of change was viewed by some staff and community members as overwhelming. PRHC values its talented, dedicated people and will respect, support and invest in our staff to ensure their skills and talents are recognized and used to their fullest capabilities. We will encourage leadership and skills enhancement at all levels of the organization.

Desired Outcomes:

- PRHC has a strong team and a positive sense of community between its programs and units.
- PRHC is committed to investing in appropriate support and ongoing education to enable staff to succeed in their roles.
- The executive team and management layers actively mentor and support leaders at all levels of the organization.
- Staff and physician satisfaction ratings are high and absenteeism is low.

Goal #3 – High Performance Culture

Build a high performing culture of accountability that ensures fiscal sustainability and the right capacity and capabilities to provide exceptional services to our communities.

Achieving a high performance culture requires a hospital wide commitment to excellence, accountability, sustainability and strong leadership at all levels. We will encourage our staff and acknowledge high performance activities in all areas including but not limited to financial accountability, process improvement, patient satisfaction, innovation and relationship building.

Desired outcomes:

- Staff are innovative and are encouraged to proactively suggest new ideas and improvement initiatives.
- PRHC generates financial surpluses to support continued investment in capital, programs and innovation.
- Patient satisfaction scores are high and direct feedback is consistently positive.
- Staff and physician satisfaction surveys indicate they are satisfied and working to their full skills capabilities.

By 2014...

Looking forward to 2014, we envision a PRHC that will deliver the highest quality patient-centred care and be recognized as one of the leading 25 hospitals in Ontario. We will continue to value our dedicated volunteers and actively invest in educating our staff and make the best use of their expertise every day.

Through collaboration with partner hospitals and community based health service providers, we will identify and act on opportunities that will result in improved population health outcomes. Increased integration across programs and with other health service providers will enable patients to navigate and transition across the continuum of care with ease. The % of all patients satisfied with their health care experience will rise to greater than 95% as captured by client surveys.

In 2014, PRHC will have developed a number of specialized regional centres of excellence including delivering comprehensive cancer care as the oncology hub for the North East Cluster.

Working with our community partners, we envision that programs targeted to support older adult populations, like the Hospital Elder Life Program, will support enhanced quality of life outcomes for our geriatric populations and will contribute to a significant reduction in the number Alternate Level of Care (ALC) patients in the Hospital.

While continuing to aggressively manage to a balanced budget, we will continue to prioritize quality and safety in everything we do. In 2014, the number of preventable adverse events will be as close to 0 as possible.

Conclusion

As we begin implementing our strategic plan over the next three years, we anticipate that we will face a number of challenges including but not limited to:

- The financial and resource implications of a rapidly aging population;
- An increase of patients living longer with multiple chronic illnesses; and
- Evolving funding structures.

In the ever changing environment of health care, both external and internal factors will continue to place pressure on our ability to deliver the highest quality health care services to all patient populations. Going forward, it is critical that we remain open to innovative ideas, consider new ways of working with our partners and ultimately remain focused on improved patient care as the number one driver for positive change.

As the development of our strategic plan was an iterative process, so too is the implementation of the plan. We will monitor our results as we execute and incorporate new ideas, insight and innovation to achieve the best possible outcomes for our patients and our community.

We recognize the benefit of establishing and maintaining strong partnerships our external partners and stakeholders. While bringing more voices to the table requires foresight, patience and courage, the successful execution of our plan relies on collaboration and regional partnerships.

We have taken the first steps to opening what we hope will be an ongoing dialogue with our health sector partners, our patients and the communities we service. Thank you for contributing your voice and we look forward to working together on behalf of our communities.

Appendix

Consultation & Retreat Invitees (excluding PRHC staff & physicians)

Alderville First Nations
 AON
 Cambellford Memorial Hospital
 Canadian Hearing Society
 Canadian Mental Health Association
 Cancer Care Ontario
 Central East Community Care Access Centre
 Central East Local Health Integration Network
 Children's Aid Society
 Community Care Peterborough
 Community Living Peterborough
 County of Peterborough
 City of Peterborough
 Fairhaven Long Term Care
 Family physicians
 Five Counties Children's Centre
 Geriatric Assessment Intervention Network
 Greater Peterborough Innovation Cluster
 Haliburton Highlands Health Services
 Hiawatha First Nations
 Health Trans
 Hospice Peterborough
 Kawartha Pine Ridge District School Board
 Kinark Child & Family Services
 Lakeridge Health Corporation
 Northumberland Hills Hospital
 Ontario Shores Centre for Mental Health
 Sciences
 ORNGE
 Osteoporosis Association
 Peterborough AIDS Resource Network
 Peterborough & District Canadian Cancer Society
 Peterborough County-City Health Unit
 Peterborough County-City Emergency Medical
 Services
 Peterborough Family Health Teams
 Peterborough Lakefield Community Police
 Services
 Queen's University Medical Student Program
 Ross Memorial Hospital
 Rouge Valley Health System

Rubidge Hall Retirement Residence
 Sir Sanford Fleming College
 Survivor's Abreast
 The Scarborough Hospital
 Trent University
 United Way of Peterborough
 YMCA Peterborough
 YWCA Peterborough
 Youth Emergency Shelter of Peterborough

PRHC Board of Directors

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 Adair Ireland-Smith
 Shelley Knott Fife
 Gary Lounsbury
 Barbara McGregor
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 Ken Powell
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