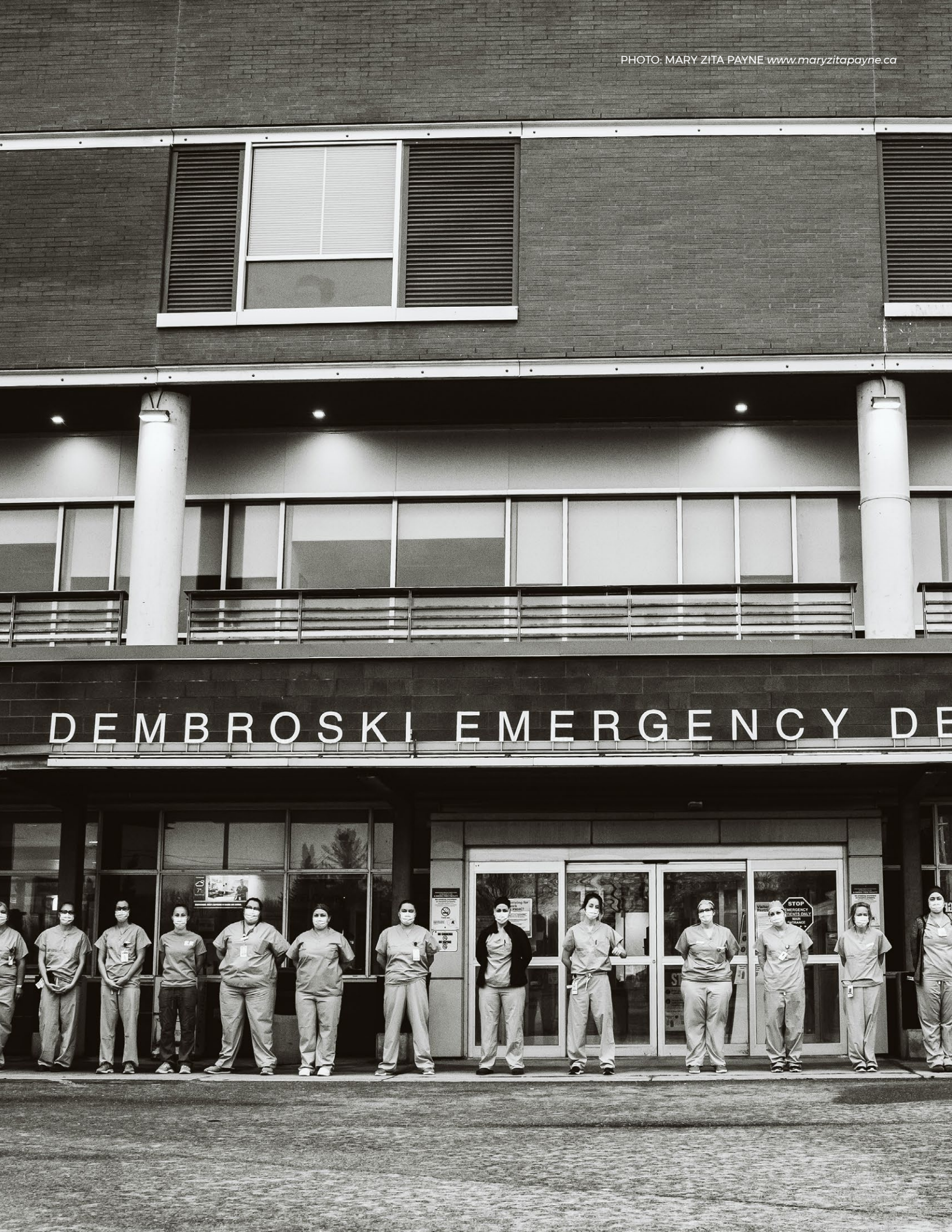


PRHC

Peterborough Regional
Health Centre

PETERBOROUGH REGIONAL HEALTH CENTRE
COMMUNITY REPORT
2019 – 2020





This has been a truly unprecedented year at Peterborough Regional Health Centre (PRHC) and for our partners across the healthcare system.

While PRHC has seen a great deal of growth and progress, and achieved many key milestones in recent years, 2020 has brought with it one of the most significant challenges in our history. Our leadership team and staff have responded to the COVID-19 pandemic with an incredible level of skill, innovation and professionalism, and with the support of each other and this community, we have continued working hard to provide high-quality care while keeping patients, visitors and healthcare workers safe.

Beyond the new challenges posed by COVID-19, we have continued to see ongoing pressures in the healthcare system – including very high patient volumes. Our relationships with our partners in the community and region have continued to be crucially important, and we have worked with them to address our shared challenges while keeping the needs of patients and their families at the forefront of every conversation and decision.

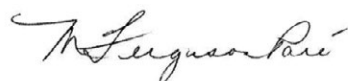
The healthcare landscape in Ontario continues to evolve, even in the midst of a pandemic, and this past year was no exception. Among our other achievements, Peterborough was among the first communities in Ontario to be approved to move ahead with an Ontario Health Team; PRHC is proud to be one of 22 partners in the first year of this initiative. Work also continues with our partner hospitals in central east Ontario to implement a shared clinical information system.

In 2020, PRHC launches a new **Strategic Plan**, outlining the directions we will take

over the next three years as we continue to evolve to meet the healthcare needs of people in our community and region. As we move forward into an unknown and uncertain landscape – not just in healthcare but throughout our community, across the province and around the world – PRHC will continue working to achieve our strategic goals, identifying the areas where investment is most needed, in order to ensure we are well-positioned to continue providing high-quality care for years and decades to come.

We would like to acknowledge and thank our patients and their families; our leaders, healthcare professionals, staff and volunteers; the PRHC Foundation and through them, our generous donors; and our partners in the community and region for your ongoing insights, collaboration and support.

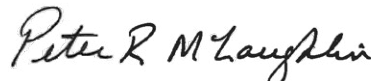
Thank you as well to our community for the incredible support you have shown and continue to show during these extraordinary times.



Mary Ferguson-Paré
Chair, Board of Directors



Lesley Beagrie
Vice Chair, Board of Directors



Dr. Peter McLaughlin
President & CEO

PRHC STANDS READY DURING THE COVID-19 PANDEMIC

An unprecedented time in healthcare

In the first half of 2020, PRHC – like hospitals across the province – implemented dramatic change in response to the COVID-19 pandemic. This has been a year like no other, and we continue to stand ready for whatever the future might bring.

The incredible work of PRHC leadership and staff to prepare the hospital for the COVID-19 pandemic cannot be overstated. Working around the clock over the course of just a few weeks, PRHC:

- Implemented enhanced measures to protect the health and safety of our patients, visitors and healthcare workers
- Developed strategies to preserve much-needed personal protective equipment (PPE) and supplies
- Opened the on-site COVID-19 Assessment Centre in partnership with Ontario Health
- Launched the Mobile Assessment+ Response Team to support our long-term care partners in their pandemic response
- Worked to create additional acute and critical care capacity within the hospital
- Converted the Green Zone in the Emergency Department and a 36-bed inpatient unit to care for patients with respiratory illness
- Added 27 ICU beds and upskilled 40 nurses to increase our critical care capacity

- Implemented many new processes and procedures, and ramped up education for healthcare professionals and staff to align with our pandemic response

- Initiated a staff redeployment centre

- Worked with our partners in the community and region to coordinate our pandemic approach

We have worked hard at PRHC to balance safety considerations with the care needs of our patients and their families in order to support ongoing family presence throughout the pandemic.

While we have limited access to the hospital as part of the health system response to COVID-19, our family presence policy has remained one of the least restrictive in the province. We have also successfully implemented a virtual visiting program, providing patients with the option to connect with their families remotely.

All of this was achieved while continuing to provide our patients with excellent, safe care and support in the midst of a global pandemic.

After the province directed hospitals to ramp down non-urgent care in March 2020, PRHC was among the first hospitals in the province to be approved to proceed with a gradual, phased ramp-up of non-urgent surgeries, procedures and tests.

As of August 2020, PRHC is managing pre-pandemic numbers of Emergency



Department visits and providing non-urgent care for approximately 75% of our usual patient volumes. We also currently have approximately 100 patients designated Alternate Level of Care (ALC) occupying inpatient beds, and an additional 20 ALC patients in our transitional care unit at Rubidge Retirement Residence.

Aligned with provincial direction, we are working to maintain sufficient capacity within the hospital to accommodate fluctuations in COVID-19 activity.

The enhanced pandemic measures in place at PRHC will continue to evolve over time in alignment with local needs and disease activity, provincial direction and patient and family feedback.



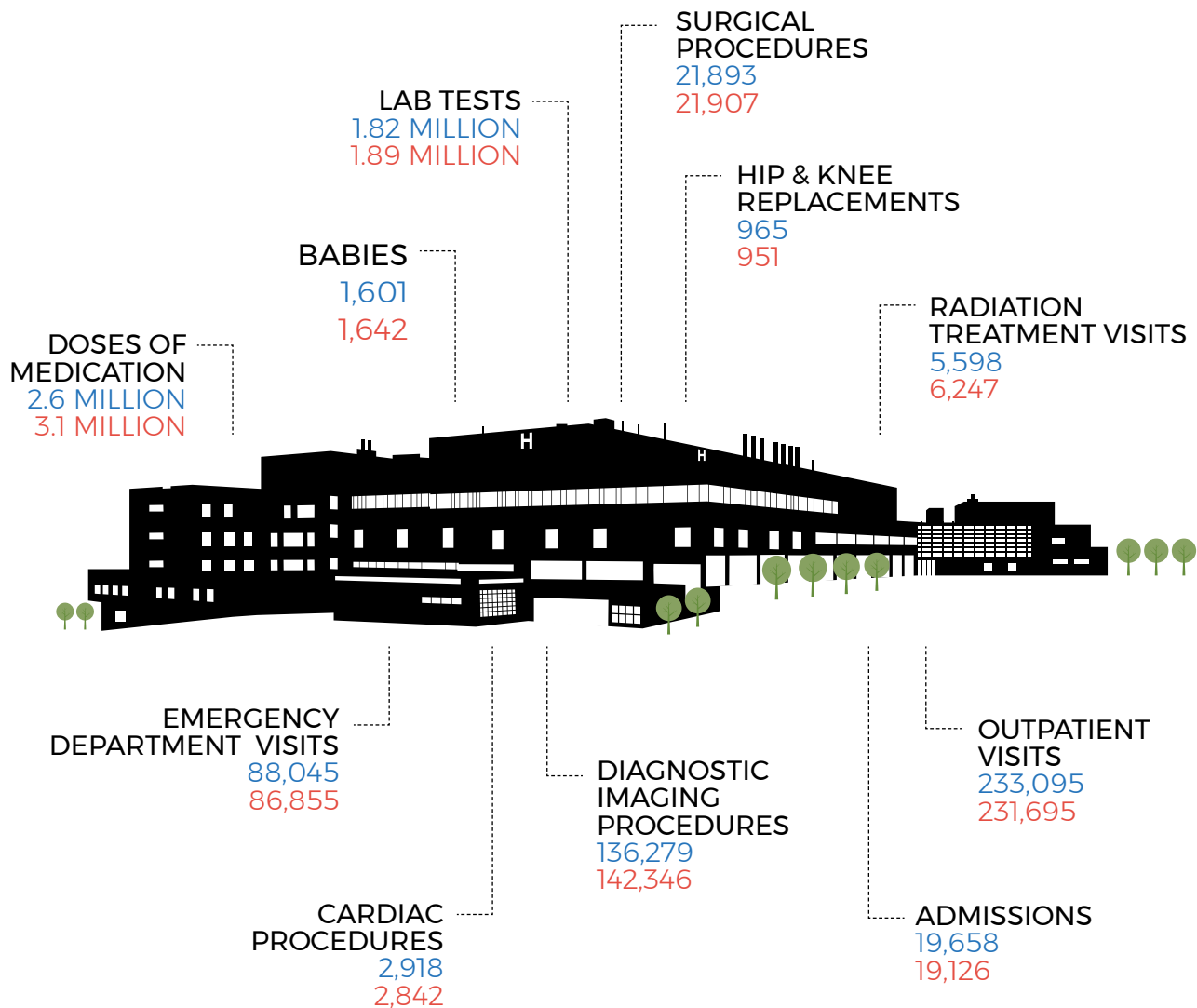
PHOTOS: MARY ZITA PAYNE www.maryzitapayne.ca

PRHC BY THE NUMBERS

2018/2019 vs 2019/2020

■ 2018/2019

■ 2019/2020



PLANNING FOR THE FUTURE AT PRHC

Strategic Plan 2020-2023

In 2020, PRHC launches a new **Strategic Plan**, outlining the directions we will take over the next three years as we continue to evolve to meet the healthcare needs of people in our community and region. Faced with the unprecedented challenges of the global COVID-19 pandemic, increasing patient volumes, advancements in technology, and continuously evolving patient care standards and practices, we continue to work together and with our partners to plan for the future of healthcare in the community and region.

Our organizational mission, vision and values have provided a strong foundation for the work we have done over the past three years, and they will continue to guide us through to 2023. Our strategic directions for the next three years reflect our ongoing commitment to our patients and to our people, whose talents, skills, knowledge and dedication are essential to the success of this strategy.

People Strategy 2020 - 2023

Our new People Strategy will help us continue to refine our human resource planning as we work to anticipate our growing needs at PRHC. The PRHC People Strategy is a three-year plan that aligns with our organizational Strategic Plan and supports our vision for a people-centred future.

Our People Strategy has four pillars: optimizing employee experience and performance; physical and psychological health and safety; diversity and inclusion and enhancing organizational effectiveness. These pillars reflect our organizational belief that our people are our differentiator and that to provide the best care, we must value, recognize, appreciate and empower them.

Hospital space and program planning

Ongoing program and service growth and increasing patient volumes will require substantial changes in the physical space we currently occupy. The current hospital building, while relatively new, was designed nearly 20 years ago and opened for patient care in 2008. With substantial population growth in the Peterborough community and region over the last 10+ years, we must continue to assess and plan for our physical space needs in order to ensure we are positioned to accommodate significant, ongoing increases in patient volumes across the hospital, as well as potential future investments into program growth and expansion.

Financial stewardship

We continue to do the important work of managing and carefully allocating our resources within a landscape where the future of hospital funding remains uncertain. We have seen tremendous growth at PRHC over the last several years, in both our patient volumes and our programs and services, and we have continued to invest in crucial areas to ensure we are positioned to provide the people of our community and region with quality care well into the future. As we continue to grapple with the effects of the COVID-19 pandemic, we will face new financial challenges in the months and years to come.

Thank you to the PRHC Foundation, and through them, our generous community donors, who have made so many important investments into equipment and technology possible over the years.

COMMUNITY AND REGIONAL PLANNING

Peterborough Ontario Health Team (OHT)

Ontario's healthcare system is continuing to transform, and this transformation demands that hospitals become even more collaborative. Ontario's "Quadruple Aim" for healthcare is as follows:

- Improve the patient and caregiver experience
- Improve patient and population health outcomes
- Improve value and efficiency
- Improve provider experience

In 2019, the Ministry of Health announced that **Peterborough Ontario Health Team** was among the first 24 OHTs in the province to be approved to move ahead. Our team is currently comprised of 22 community partners who have a track record of focused, successful integrated care initiatives and collaboration, making this OHT a formalization and enhancement of partnerships that have already been operating in our region.

In Year 1, Peterborough OHT will collaborate to serve two target populations: (1) frail, complex, elderly patients with congestive heart failure (CHF) and chronic obstructive pulmonary disease (COPD), including those with comorbidities of diabetes and palliation and (2) patients requiring care for mental health & addictions. Our OHT has identified 10 key initiatives to be implemented in our first year of operation.

Transitional Care partnership with Rubidge Retirement Residence

As hospitals across the province continue to see increasing patient volumes, our leadership and staff have been working to create additional space and capacity throughout the hospital, which has included adding 36 new inpatient beds and more than 100 new nurses over the past three years. We have also been collaborating with our community partners to implement innovative solutions to support ALC patients in receiving the appropriate level of care outside the hospital.

In spring 2019, PRHC launched a **pilot program** to relocate qualifying patients from the hospital to a transitional care unit at Rubidge Retirement Residence. In September 2019, the Ministry of Health committed additional, one-time funding to support this partnership, which has grown from 10 beds to 20 in order to accommodate very high volumes of ALC patients at PRHC. As of August, PRHC has approximately 100 patients designated Alternate Level of Care (ALC) occupying inpatient beds, and an additional 20 ALC patients in the transitional care unit.

Regional Clinical Information System (CIS)

Work has been ongoing with our hospital partners in the central east region of Ontario to develop and launch a shared clinical information system (CIS). The regional CIS will offer valuable tools and technology to support improved patient care, safety and health outcomes. Patients will have access to a personalized electronic "portal" to access and track their own health



information, among other features. For healthcare providers, it will provide easy access to information when and where

they need it, allowing them to work more efficiently and collaboratively to meet the needs of our patients and their families.



PATIENT CARE IS OUR #1 PRIORITY

Providing high-quality, safe patient care

In December 2019, PRHC received our highest-ever patient satisfaction score in response to our post-discharge phone survey: 98% of patients said they “would definitely recommend PRHC to friends and family.” This result highlights the excellent patient care that continues to be provided across PRHC, even as we work to address complex issues being seen across the healthcare system.

Investments in Mental Health & Addictions care

We have continued to invest in improving the physical environment we provide for patients receiving care for mental health and addictions, including substantial safety and design upgrades within the hospital’s **Psychiatric Intensive Care Unit (PICU)** in 2019.

In the same year, work was completed on a courtyard for the Child & Adolescent Psychiatric Unit (CAPU), providing a safe, dedicated outdoor space for patients under the age of 18.

Opening of TALK NOW youth drop-in clinic

TALK NOW is a new walk-in mental health counselling clinic, opened in downtown Peterborough in 2019, thanks to a partnership among PRHC, Kinark Child and Family Services and Peterborough Youth Services (PYS). The clinic offers mental health counselling services for children and youth under the age of 18.

Seniors’ Care Centre of Excellence

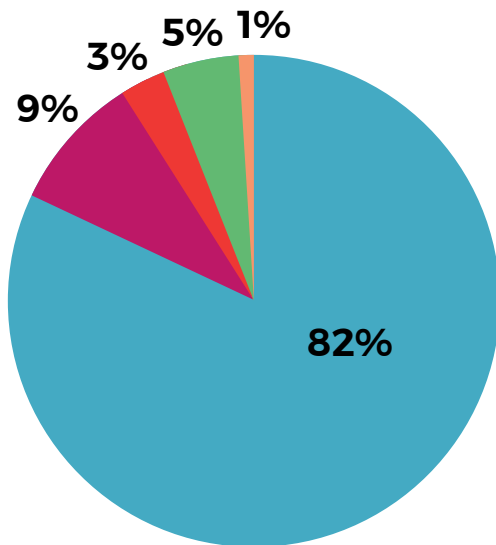
At PRHC, we are committed to becoming a **Seniors’ Care Centre of Excellence** by meeting the diverse needs of the older adult patients we serve, through the ongoing development of a comprehensive Seniors Care Strategy.

In 2019, we launched the **Hospital Elder Life Program (HELP)** at PRHC. Led by an Elder Life Specialist, this program aims to maintain the cognitive and physical functioning of patients throughout hospitalization; to allow patients to be discharged from the hospital as independently as possible; and to prevent hospital readmissions. The HELP program will continue to grow and expand throughout the hospital over the next several years.

Diagnostic Imaging investments and upgrades

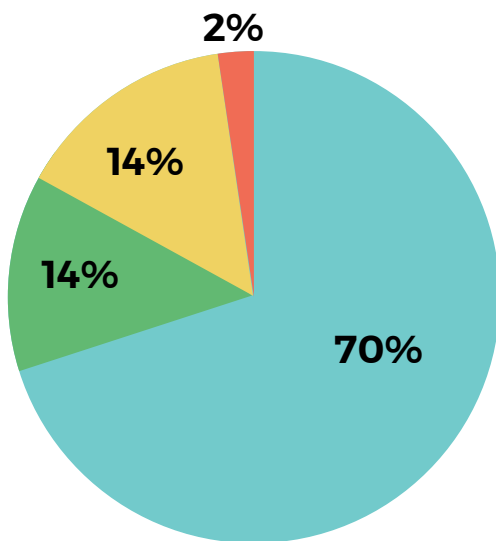
In 2019, the Diagnostic Imaging program implemented on-call Interventional Radiology (IR), expanding emergency access to this service to 24/7. In 2020, the IR program is slated to add radio frequency ablation to its range of available services. Over the past several years, PRHC’s Diagnostic Imaging program has significantly upgraded its space, equipment and technology in order to serve increasing patient volumes, improve safety, and maintain an excellent standard of care.

PRHC FINANCIALS 2019/20



REVENUES (\$ THOUSANDS)

- **Ministry of Health**
266,109 (82%)
- **Cancer Care Ontario**
30,758 (9%)
- **Other insurers and self-pay**
8,024 (3%)
- **Other revenue**
16,441 (5%)
- **Deferred contributions**
2,506 (1%)



EXPENSES (\$ THOUSANDS)

- **Salaries, wages and benefits**
215,683 (70%)
- **Supplies and other expenses**
42,996 (14%)
- **Drugs and medical supplies**
42,258 (14%)
- **Amortization of equipment**
7,307 (2%)

SOURCE: PRHC 2019/20 AUDITED FINANCIAL STATEMENTS

