

Report to the Community 2009/10



MESSAGE FROM THE EXECUTIVE

Looking back, in just two short years together we have accomplished so much. From implementation of the Integrated Regional Falls program, all our safety and infection control initiatives and process improvement initiatives, it's no wonder our staff, physicians, managers and board of directors are enthusiastic, supportive and eager to move forward.

For us at Orillia Soldiers' Memorial Hospital (OSMH) this past year is a perfect example of how dedicated we are to providing safe, efficient, high quality healthcare to our community and region.

Our biggest challenge going forward is going to be the financial one, as OSMH will still be facing a deficit position this year.

We are currently in the second year of a three-year deficit recovery plan, where we have identified a number of steps that we can implement aimed at improving the overall efficiency of processes in the organization. One of the most significant strides we will be taking will be a reduction in the number of beds in the hospital. Over the next two years we will be phasing out a total of 25 beds in our inpatient units. This does mean an impact on human resources and staffing, but it will not mean an impact on patient care and quality of care.

We will work with the North Simcoe Muskoka Local Health Integration Network (NSM LHIN), our partner hospitals and other health service providers in the LHIN to manage the Alternate Level of Care (ALC) issue. Ensuring access to care in the most appropriate setting with the most appropriate provider will improve the transition of patients through the care continuum and will allow OSMH to reduce the number of beds in operation.

We are also looking at organizational performance improvements that impact bed numbers. Our Process

Improvement Team (PIP), ("Who Stole My Cheese," page 4) has been working very hard to standardize processes in patient care areas that directly impact and improve staff work life and the patient journey.

Our main priority has been and will continue to be our people: our staff, and the patients and families we serve.

The internal partnerships and the culture we have created within the organization are so important. Our staff is our strength and our success. Through all of the challenges, it is our priority to cultivate a sense of belonging and pride, and maintain and support our staff and do it with respect, integrity, caring and accountability. We want our staff to feel rewarded for the work that they do everyday to achieve our vision of creating a centre of excellence for our patients and community. That is our priority and it will not change.

In this *Report to the Community* you will see how donor support is making a difference throughout our Hospital. You will see our dedicated staff in action, and stories from patients whose lives have been changed by programs only offered at OSMH.

These are challenging financial times in our province. The Hospital and Foundation are fortunate to have committed and generous donors who believe in the work we do and over the next few years your donation will be greatly needed. In fact, now is the time when our Hospital needs the community's support more than ever.

It is a privilege to serve our community with high quality healthcare, and we hope that you continue to support us as we evolve into a centre of excellence for our community and region. We are able to make a difference because of you.

Thank you.



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Elisabeth Riley, BScPT, MHS
 President and CEO, OSMH

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PUTTING PATIENTS IN CHARGE

OSMH is putting emphasis on the individuals' and families' roles in their health, and as a member of the care team.



Bernard and Judy Ransome watch as Carol Ellis (left), home hemodialysis nurse with the Regional Kidney Care Program, explains a procedure on the dialysis machine.

A new program offered through the Regional Kidney Care (RKC) program at Orillia Soldiers' Memorial Hospital (OSMH) assists dialysis patients in their treatment and brings their care, quite literally, closer to home.

The new Home Hemodialysis program that began on April 12, will allow some patients to perform time-consuming dialysis treatment in their own homes, rather than in the hospital.

The only home hemodialysis program offered north of Toronto, it will bring another facet to our regional dialysis program which already offers in-patient and out-patient peritoneal and hemodialysis.

"This is truly going to change the quality of life for our patients," says Carolyn Bowman, program manager of the regional kidney care program. "It will al-

low us to provide service to patients in the home, instead of having them on a waiting list for regular in-hospital treatment and then having them travel for hours to get here."

For Bernard and Judy Ransome of Burks Falls, Ontario, it really will be life changing.

Bernard, who suffers from chronic kidney disease, is the first patient to be trained in the home hemodialysis program. Before the program began at OSMH, the Ransome's had to travel three and a half hours a day, three times a week for Bernard's dialysis treatment sessions.

In just a few weeks Bernard will be able to perform his own dialysis treatments at home, only having to travel to Orillia once a month for a check-up appointment with his physician.

"It will save money and time, and save

Judy from travelling with me," says Bernard. "It will allow us to live life more, be freer."

The introduction of the new program will ultimately benefit the patient, says Laurie Pritchard, care specialist with the renal and chronic disease program.

"Less hospitalization for our patients means fewer complications from exposure to infection and disease. It also allows the patient to be in control," she says.

For patients like Bernard, this means choosing when to do treatments instead of being locked into an appointment.

"It has been proven that people who take charge of their own care do better," explains Arlene Cugelman, charge nurse with the home dialysis program. "They are more empowered and have a greater sense of well being."

However, learning to use the dialysis equipment isn't easy, there is a lot to learn.

Carol Ellis, the home hemodialysis nurse with the RKC program, says that each patient must train for six to eight weeks, three times a week for four hours on the equipment with a nurse and a technologist before they can go home and perform the dialysis themselves.

"Carol has taught us how to set up the machine, what to do when it starts beeping," says Bernard. "Judy and I have been paying very good attention to the training ever since I started. We have been asking all sorts of questions."

"We are really ecstatic that we have the opportunity to do this and be the first patient to use the program," adds Judy. "It is pretty amazing."

The addition of this program is in line with OSMH's priority of chronic disease management and prevention, and is going to improve the care and quality our patients receive. It's another specialty that no other hospital offers in our region.

"Over the years the regional kidney care program has done a lot of work to keep people at home and in their own community via the satellite units and numerous programs and

services that we offer," remarks Carolyn.

"Our centre here is a very comprehensive centre for dialysis with a large regional program. In a community of our size, we are proud to have a dialysis program as large as one in a tertiary centre such as Toronto."

How It All Began

Last summer the kidney care program received one-time funding of \$701,000 from the Ministry of Health and Long-Term Care to establish 10 home hemodialysis patients.

A large portion of those dollars will be used to establish a hemodialysis system in a patient's home. This includes plumbing upgrades, electrical modifications, the addition of a special water filtration system, the dialysis equipment plus the supplies. The total cost for the system is about \$38,000.

Over the next three years the Regional Kidney Care program is hoping to support 30 patients around the region through the home hemodialysis program. [\\$](#)



WHO STOLE MY CHEESE!

Enhancing the patient experience through improved hospital performance

Change. It's challenging, especially in an environment as complex as health care.

However, in order for the staff, physicians and healthcare professionals here at Orillia Soldiers' Memorial Hospital (OSMH) to keep providing patients with safe, efficient, high quality healthcare, change is necessary.

In 2009, OSMH was chosen by the Ministry of Health and Long-Term care, along with other hospitals across the province, to participate in the Emergency Department Process Improvement Project (ED PIP), an eight month project designed to help combat the challenges patients face when accessing timely emergency healthcare services.

For OSMH, ED PIP was also seen as an opportunity to foster long-term capacity within the organization for improvement in processes.

"We made it clear from the beginning that ED PIP wasn't going to be a project that lasted for seven months and then disappeared," explains Cheryl Harrison, Vice President Patient Services and Chief Nursing Executive. "The senior administration was committed to making sustainable process improvements within the organization."

Led by Bernadette (Bernie) deMunnik, emergency department manager, and Sean Bisschop, quality and safety coordinator, the interdisciplinary team consisted of front-line workers at OSMH who would be able to provide "fresh eyes".

With support of the senior administration the team decided to drop the 'ED' and shorten their name to PIP; allowing them to focus on improving processes throughout the hospital that affected the patient journey and the quality of work life for staff.

"All the initiatives the PIP team looked at have been centered on patient care, from the moment a patient walks in the door to the moment they are discharged," explains Michelle Soares, a registered nurse in the emergency room and a member of PIP. "Collaboratively we have been looking at all opportunities to see how we can make improvements for the patient and staff throughout the process."

So far the team has identified many opportunities for OSMH to improve business operations, patient flow through the system and staff morale.

"We have had lots of opportunity to design processes so that staff feel good about the outcome at the end of the day," says Sean. "We are getting rid of the 'pain points' that prevent our staff from doing their job."

These 'pain points' are processes that make it difficult for staff to get work done. The PIP team realized that if you fix the staff processes, you not only enhance and improve their work life you also fix processes for patients.

For the team it was about trying to teach people a different way of doing things.

"In the past when we rolled out change it had to be per-

fect and unfortunately by the time it was implemented the change didn't necessarily meet the need and you had to start all over again," explains Bernie.

"Our PIP team discovered that we need shorter cycles of change that are more flexible, fluid and adaptable so that you can continue to change and evolve your processes so that they meet your needs."

This means knowing you have made the change but its not yet perfect and there is still an opportunity to re-evaluate and improve.

That theory is evident, as the team is hesitant to say that there was a single 100 per cent successful initiative. They will admit that there has been significant change on Soldiers' 1 (S1), one of the first units to work with the PIP team on process improvements.

For example, on S1 an identified barrier was patient discharge from the floor. To combat this, the PIP team invited hospitalists to 'daily scrums' or bullet rounds. Having the complete multidisciplinary team available for those conversations on patient care plans contributed to a 25 per cent increase in patient discharge by 2 p.m.

While it was a simple change, it had a huge impact.

"On S1 there wasn't sufficient movement because decisions weren't being made without the presence of a physician," adds Michelle. "Now we have implemented a platform to do that so that the whole team is able to communicate more effectively."

But implementing change isn't always as easy as it looks. While staff across the organization have been keen to embrace the idea of improving, it does have its boundaries.

"People embrace the notion, however the challenge comes when you try and take those ideas and implement them," adds Sean. "It's the idea of change that troubles people."

One of the challenges the team faced was that every unit in the organization worked a little bit differently. In order to create standard and consistent approaches to work and streamline the process of how work gets done, the team had to face it head-on.

When processes are standardized across the organization there is predictability and work truly does flow better, says Bernie.

"All hospitals have the challenge of working in silos, but now that we have facilitated that change I think the mentality of people will forever be changed," says Liz Murray, a clerk in pathology who was part of PIP.

PIP, PIP HURRAY!

Here are a few examples of process improvements at OSMH.

Electronic Whiteboards

With help from the I.T. and Diagnostic Imaging departments, PIP implemented changes to the electronic whiteboards for use in the Emergency room and on all in-patient units. Instead of waiting for DI to issue printed copies of test results, they now use a computer alert to notify MDs when test results are ready. This has reduced waiting times in the ER and length of inpatient stay.

Patient White Boards

Currently used as a visual management tool on S1, the board is an effective communication tool not only between staff and the patient/family, but also between the multidisciplinary team. The board maps out where the patient is on their journey, their predictive discharge, notices about appointments or messages for family members, so that everyone is on the same plan to progress towards getting the patient home.

As front-line workers with strengths in a variety of areas, the PIP team was able to approach the process with an open-mind and quizzical attitude.

"We were able to ask the right questions, we approached it in a sensitive and concerned way, and that's how we implemented and helped facilitate the change," says Michelle. "Reminding our colleagues that while we have a lot of differences between departments, we have a lot in common and that one element, that one commonality, is the patient."

Though the PIP project is now over, and the team has gone back to their departments, their work on sustainable change is echoed everyday within the walls of OSMH.

A quality framework has been developed to help senior leadership team, managers, team leaders and front-line staff, to give them the tools and skills to raise questions and identify problems and help solve them with a fresh pair of eyes.

"Going forward we need to be vigilant and keep our eye on the ball," says Sean. "If we get distracted by another priority, quality improvements will stop unless the proper framework is in place. That is where the buy-in from management and staff has been so beneficial."

"The staff and physicians at OSMH have embraced the change and are ready to be involved." §

What you funded in 2009-2010

An important part of the OSMH Foundation's commitment to the hospital is the funding of capital equipment and education. In 2009, a total of **\$1.3-million** was granted to purchase new equipment, as well as support for education programs and health care programs. Here are just a few areas where your donations made a difference.

Birthing and New Family Services Funded: \$32,000

At OSMH, better care for babies, children and adults is just beginning.

OSMH's Neonatal ICU is the only Level II nursery in the region that provides care for more than 300 babies per year. This year your generous donations helped purchase two HeartStart defibrillator monitors and a surgical light for our high-risk c-section room, in order to ensure that our staff and physicians can keep providing excellent care to our mothers and children.

Cardio-Respiratory Department Funded: \$42,549

Our team provides a variety of inpatient and outpatient services to assist the doctors in the diagnosis and treatment of cardiopulmonary illness. They are also part of the critical care team, performing airway management, monitoring of ventilators or life support, assisting with newborn babies and critical patient transports.

Your generous donations helped purchase a vital signs monitor and a ventilator system that will assist them in critical care emergencies.

Education Funded: \$35,946

OSMH is already highly respected for its nursing and physician training, but in order for healthcare professionals to deliver the best possible patient care, they must have access to continuous learning opportunities.

Your generous donations have supported our physicians and staff through specialized training and certification, which will enhance our recruitment and retention efforts, thus ensuring consistency of care for our community for generations to come.

WAYS TO GIVE

Leaving a legacy of excellent care for generations to come

The healthcare facility that Orillia Soldiers' Memorial Hospital (OSMH) is today would not have been possible without the extraordinary support and vision of our tireless community and leaders. Our redevelopment has transformed our facility, significantly increased our space, and enabled us to offer new programs and services closer to home.

Every hospital of our size provides medical beds, emergency care and surgical services. They are at the very heart of hospital care. But at OSMH we believe our innovation above and beyond these core services makes us stand out.

Our vision of becoming a centre of excellence for chronic disease management, geriatric and complex care, maternal child and youth medicine, and specialized surgical services is our focus now.

While our success depends on state of the art equipment, it's not just the equipment and technology, but how it's used in

the hands of our dedicated staff and physicians that will have an impact.

The gifts and legacies received from individuals in our community, like Dorothy Jean Wilson (pictured below circa 1977), are the difference. This legacy gift of over \$900,000 is the largest individual donation ever made to the OSMH Foundation. Her generous estate will not only support the equipment needs of the hospital, it will be an unending gift that ensures high quality compassionate care will be available to our community whenever it is needed.



Dorothy Jean Wilson

As a donor, your gift will help us reach our goal of providing high quality care to our community and region. Each gift provides our staff with the best tools and facilities available to ensure that we are all on the road to better health.

Join us and be part of the legacy. §

Team skills enhance patient focused care

In the last year OSMH implemented skills mix changes on our Complex Continuing Care (CCC) unit. The team now includes certified personal support workers (PSWs), registered nurses (RNs), registered practical nurses (RPNs), rehabilitation and support staff.

By changing the skills mix on the units we are ensuring the right provider is providing the right care at the right time. By understanding and examining all the needs of the patient and aligning the right professional to those needs in their care plan, the care we provide is more patient focused.

OSMH has also been a leading hospital in having RPNs working to full scope of practice. For instance RPNs work in dialysis, emergency room and the operating room, caring for inpatients who are stable, have less complex care needs and a low risk of negative outcomes. This allows RNs to devote more of their time to care for patients who require more complex care and counselling.

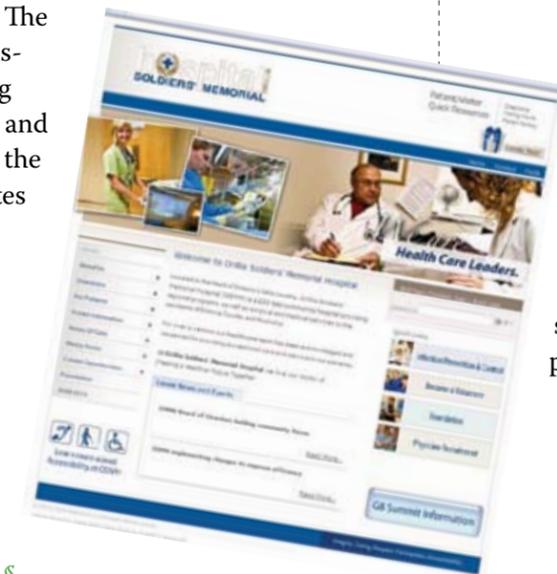
Through these skills mix changes we have been able to increase efficiency and utilize our staff to their full scope of practice. §

Technological improvements take care to next level

Throughout the hospital it is equipment and technology that improve the efficiency and quality of care.

Thanks to the generous donors in our community, OSMH was able to purchase and replace the old laboratory information system (LIS) in November of last year. The LIS allows lab staff to store the complete history of a patient in the system without filing paper records. With the increasing volume and complexity of workplace demands on staff, the LIS creates process efficiencies and expedites the testing process without compromising on quality. With the LIS in place, OSMH is furthering its commitment to high quality healthcare.

Another key area of IT development was our external website, which was revamped in 2009. The website recently claimed second place honours at the annual awards ceremony of Health Care Public Relations Association of Canada (HCPRA) in March. §



Accreditation notes improvements in patient safety and staff morale

Thanks to the efforts of our staff, managers and physicians, OSMH completed our Accreditation Canada survey and achieved a 91 per cent compliance rating. In the report our surveyors mentioned all the positive cultural changes that have occurred across the organization in the last two to three years, including staff enthusiasm and morale, camaraderie of our interdisciplinary teams and the establishment of strong communication.

The announcement was made after an on-site evaluation and measurement of clinical and support programs against national standards of excellence.

Moving forward, our Professional Practice, Quality and Patient Safety department will continue to work with the organization on sustainable care, leadership and governance policies and processes. §

osmh foundation the year in review

- As part of the **\$2.8-million** raised last year, many within our community help raise funds for the hospital through special events. Our signature events like the Hawk Ridge Hospital Classic and Fall Gala draw a fantastic group of supporters. Last year our signature events raised over \$206,000 to support the equipment needs at OSMH.
- Last year, the Foundation hosted the first annual Sun City Swim for OSMH. In it's first year supporting OSMH the open water swim hosted over 30 competitors and raised over \$7,500 for the Diabetes Education Centre and the Regional Kidney Care program at the hospital.
- Showing true philanthropic spirit, Leon's Orillia unveiled the new Paediatric Courtesy Room at OSMH. Established in 1994 in memory of Ethan Curran, the courtesy room is a place where parents with a child in the paediatric ward can stay so they won't have to be far from their child. After 16 years, the courtesy room was deserving of a makeover that came in the form of new paint, bedding, furniture and accessories courtesy of Leon's Orillia.

We've moved!



On June 17th, the OSMH Foundation relocated to 146 Mississauga Street West - only one door down from our previous location. The old foundation office will be torn down to create more parking for OSMH staff.

Thank you to all our community partners who donated time and services helping in the move and construction. \$

highlights and achievements

Service statistics for 2009-2010

Total number of:

Emergency visits	51,262
In-patient admissions	7,103
Acute Care	6,309
Complex Continuing Care	179
Mental Health	508
Rehabilitation	107
Out-patient visits	85,662
Births	894
Babies admitted to the NICU	321
Diagnostic procedures	62,278
Surgical procedures	6,452
Beds in operation	193
Patient meals served	220,000

People statistics

Total number of:	
Staff	1,240
Physicians	140
Volunteers	400 +

As of March 31, 2010

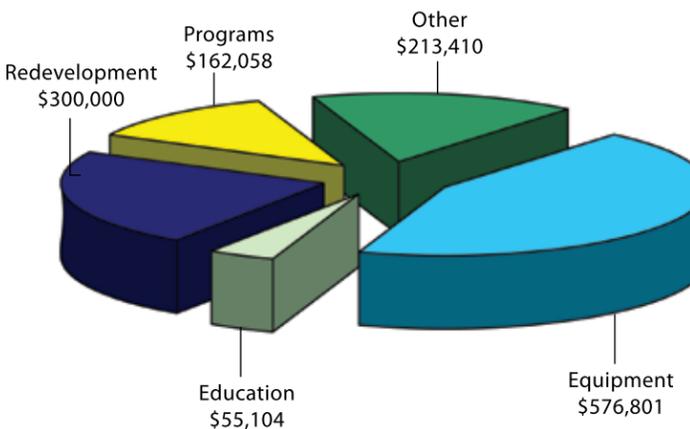
Orillia Soldiers' Memorial Hospital Summarized Statement of Operations

(in thousands of dollars)

	2009/2010	2008/2009
Income		
■ Ministry of Health and Long Term Care	\$ 98,172,591	\$ 95,814,587
■ Patient services	7,652,578	7,341,201
■ Other revenue	3,056,265	3,135,043
■ Specifically funded programs	3,379,530	3,272,185
■ Amortization of deferred capital contributions	1,850,268	1,803,597
	<hr/> 114,111,232	<hr/> 111,366,613
Expenses		
■ Salaries and wages	\$61,963,327	\$57,637,048
■ Benefit contributions	14,937,353	13,610,901
■ Medical remuneration	8,120,018	8,080,828
■ Drugs	5,272,156	5,454,254
■ Medical and surgical supplies	8,419,015	7,930,329
■ Amortization of capital assets	3,227,481	3,232,862
■ Other supplies and services	13,721,929	14,012,908
■ Specifically funded programs	3,379,530	3,272,185
	<hr/> 119,040,809	<hr/> 113,212,615
Excess of expenses over revenue before the following	<hr/> (4,929,577)	<hr/> (1,846,002)
Building and land improvements		
Amortization of deferred contributions	2,241,121	2,175,878
Amortization of capital assets	(3,134,675)	(3,052,017)
	<hr/> (893,554)	<hr/> (876,139)
Deficit for the year	<hr/> (5,823,131)	<hr/> (2,722,141)

Orillia Soldiers' Memorial Hospital Foundation: Donations from 2009-2010

How your donations were spent



	2009/2010	2008/2009
Donations Received		
Annual donations:	\$1,297,423	\$1,120,214
Bequests:	\$991,334	\$675,786
Memorial/tribute donations:	\$116,694	\$95,000
Direct Mail donations:	\$264,255	\$215,000
Special Event revenue:	\$206,782	\$194,000
Total Donations Received	<hr/> \$2,876,488	<hr/> \$2,300,000
Cost per dollar:	\$0.20	\$0.24
Total Number of donations:	6,512	6,000

Contact Us...

For more information about Orillia Soldiers' Memorial Hospital and Orillia Soldiers' Memorial Hospital Foundation, please visit our website at www.osmh.on.ca.

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Creating a healthier future together ...

Become a donor and join a community of individuals who share our dedication to our mission. Make an investment in your hospital to ensure safe, efficient, high quality care for generations to come.

Orillia Soldiers' Memorial Hospital Foundation
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E [found@osmh.on.ca](mailto:foundation@osmh.on.ca)



You can be the difference.

Save the date...

Saturday, August 7, 2010

Sun City Swim 2010

1 or 4 km Open Water Swim in support of OSMH.
Starting line will be at Fern Resort and the finish line will be at Couchiching Beach.

Friday, October 15, 2010

Taste of New Orleans Gala Event

An evening of live entertainment, great food and wine in support of OSMH. Event is hosted at Casino Rama.

Wednesday, June 1, 2011

14th Annual Hawk Ridge Hospital Classic

A day of fun in support of OSMH that will include golf, food and prizes. Along with a fully stocked auction table there will be a little something for everyone.

For more information on any of the events listed above, please visit our website at www.osmh.on.ca/osmhfoundation.aspx or contact us at 705-325-6464.



ORILLIA SOLDIERS' MEMORIAL



150 Mississaga Street West, Orillia, ON L3V 3B3

