

University of Ottawa Eastern Ontario Health Unit Hôpital

Montfort **Partners in Excellence** Addiction

Services of Eastern Ontario Children's Hospital of Eastern Ontario

MORE^{OB} **Annual Report 2010-2011** Lower

Outaouais Family Health Team The Ottawa Hospital

Accreditation Canada Champlain Local Health

Integration

Network



**Hôpital Général de Hawkesbury
& District General Hospital Inc.**

Vision: A model hospital that serves the evolving needs of its community and is recognized for clinical excellence, its culture of compassion and staff commitment. **Mission:** Lives saved, lives improved, lives prolonged and lives lost, without loss of dignity. **Values:** Quality, Compassion, Collaboration, Respect, Integrity.

Annual Report 2010-2011

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Family Birthing Centre certified
MORE^{OB} since 2006

Our Board of Directors



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President,
Medical
Staff

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Heuvelmans,
Chief Nursing
Executive

Paule
Doucet

Jacques
Parisien

Marcel J.
Dauth

Marc
LeBoutillier,
Chief Executive
Officer and Board
Secretary

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Jeffrey
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Stéphane P.
Parisien

Marcel Dicaire,
President,
Foundation
Board

Suzanne
Sauvé,
Manager,
Board
Operations

Suzanne
Quesnel-
Gauthier,
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Sébastien
Racine,
Chief
Governance
officer

Johanne
Ladouceur-
Crête
Treasurer

Dr. Luc
Chagnon,
Chief of Staff

Joint Report, Chief Governance Officer / Chief Executive Officer

In order to develop our organization into a “full service hospital”, we, the Board of Directors, focus on close cooperation with our partners, which will allow us to strengthen existing programs and offer new specialized services in the future. Mindful of sound governance and public responsibility, the Board has initiated a strategic planning process that will include public consultation.

Sound financial management and an annual surplus policy allow the hospital more flexibility to invest in the development of clinical services. Our information technology and our computer systems are leading-edge. We are proud to have been selected with The Ottawa Hospital by eHealth Ontario for an innovative longitudinal integration project for electronic patient records.

In January 2011, we began intensive work related to the production of working plans and specifications for the hospital’s major redevelopment project. This work must be completed by July 2011.

During the past year, the hospital’s clinical programs have experienced exceptional momentum. In all, six new specialty services have been added in medicine, surgery and mental health. With this development, it is nearly forty different specialized and regional services that the HGH offers to the

people of Glengarry, Prescott & Russell. Parallel to this growth, the HGH devoted sustained efforts to improve access to essential services. Significant progress has been made on waiting times in the emergency, surgery and diagnostic imaging services.

On the administrative side, the hospital established its first annual quality plan. The Quality and Risk Management Program has been implemented and the planning of the 2011 Accreditation visit scheduled for this fall has been completed. Throughout the year, the HGH has ensured to fully comply with the new hospital laws and regulations, particularly in regards to procurement rules and requirements of The Excellent Care for All Act.

Despite all the progress, several challenges remain that will engage our employees, physicians and managers over the next year. Our goal is to ensure that all our services and systems are at the forefront when it will be time to move to an expanded and modernized hospital.



Sébastien Racine
Chief Governance Officer



Marc LeBoutillier
Chief Executive Officer

Report, Chief of Staff

During the past year, the medical staff of the Hawkesbury General Hospital has been committed to pursue the vision of the hospital. A significant amount of work has occurred over the past year to improve, structure and diversify professional practice.

“A model hospital” implies not only standard but leading practices. The Medical Advisory Committee took the opportunity to review and revamp the medical management model after discussion with other regional hospitals. The lead medical roles underwent a review thus ensuring the right person doing the right job. We have put in place a policy of development, compliance and education, and a streamlined medical recruitment process.

We continue our commitment with the Faculty of Medicine of the University of Ottawa to provide facilities and a training environment that is valued by students and residents who select training opportunities in a rural community hospital setting. Again this year, we have hosted many students and a few residents for their clinical clerkship which represents a total of 302 days of clinical education given by our physicians. This affiliation with the University of Ottawa allowed us to recruit four new physicians: Dr. Elizabeth Gottman, Dr. Asma Trabelsi, Dr. Mélanie Hould and Dr. Émilie Daigneault. Furthermore, through our recruitment efforts, three other physicians have joined the medical team: Dr. Mathieu Courchesne, Dr. Nicholas Schirmer and Dr. Raphael Bielinski.

With quality and patient safety always being an integral part of the medical staff’s approach to care, our active participation in the Excellent Care for All Act, Quality Improvement Plan and the Most Responsible Physician’s Quality Improvement Plan will further enable us to “strive for clinical excellence”. Our ongoing partnership with the Champlain Maternal Newborn Regional Program has resulted in our hospital obtaining the

highest score on a national comparison assessment on patient safety culture.

Some members of the Medical staff have also been active participants in other quality endeavors including the Emergency Department Improvement Program, the Operating Room Improvement Plan and other clinically driven initiatives that promote not only quality and improved clinical outcomes, but ensure a “culture of compassion”.

At the annual meeting of the Medical Staff on May 18, 2011, Dr. André Borduas, Dr. Julie Maranda and Dr. Lyne Arseneault were elected by acclamation respectively as President, Vice-President and Secretary. Together with Dr. George King, Lead Physician and Interim Emergency Department Medical Director, we constitute the Medical Advisory Committee. I wish to thank Dr. Remi Chehade who assumed the position of ED Medical Director over the last five years and also for his participation in the Emergency Department Improvement Project.

I wish to take this opportunity to express my appreciation to all my fellow members of the medical staff, and recognize the “commitment” of all the health care professionals and support staff that make our Hospital what it is today. I also wish to acknowledge our partners in the community, Champlain LHIN and others for their support in our efforts to meet and surpass our vision.



Dr. Luc Chagnon
Chief of Staff

Striving for Excellence

Most of us do not choose to become hospital patients. As hospital professionals, we understand that accessing or utilizing a hospital service can cause anxiety and in some cases, life-changing circumstances. Our vision of clinical excellence recognizes these realities and focuses on a culture of compassion and staff engagement to deliver care and foster patient recovery.

A culture of compassion and staff engagement goes hand in hand with a culture of quality and patient safety. With the changing legal, fiscal and technological landscape, we must be actively updating and improving the ways in which we deliver care. A great deal of work has been done at HGH in refining care processes, adding checks and balances for patient safety and introducing new standards and protocols. We have undertaken process reviews in areas such as emergency, perioperative and rehabilitation. The resulting recommendations and initiatives will help us enhance efficiency of work flow, patient access and health outcomes.

One of the key principles in health care today is accountability. In clinical terms, accountability to the patient allows professionals to build a multi-disciplinary approach, to partner with patients and their families and to serve the mission of the organization. Through personal and collective accountability, we can deliver here at our hospital client-centred care and deliver service excellence in a safe, collaborative and multi-disciplinary environment. In the years to come, HGH is planning to provide training and support to its staff to pursue a culture of customer service excellence in all program and activity areas of the hospital.

By pursuing excellence through various means and resources, we demonstrate that HGH has the potential to be recognized as a model hospital.



**Laboratory Services, accredited by OLA
in June 2010, with a result of 98%**

Statistics 2010-2011

Staff

Employees: 467

Nursing Staff: 213

Physicians with privileges: 73

Family Health Team: 22 physicians

Friends of the Hospital: 102 volunteers

Visits

Emergency: 34 586

Obstetrics: 432 births

Day Surgery: 3 595

Medical/Surgical Clinics: 15 591

Mental Health: 8 461

Diabetes Clinic: 2 008



**HGH, Affiliated Teaching Site
with the University of Ottawa**

My Hospital Care Results

Emergency Wait Time for Minor Conditions: 6 hours (*Feb. 2011 results*)

Emergency Wait Time for Complex Conditions: 16.8 hours (*Feb. 2011 results*)

From www.myhospitalcare.com, a hospital comparison & performance website from the Ontario Hospital Association.

NRC Picker Survey Results

Emergency Overall Rating of Care: 89.5% (*Jan. 2010-Dec. 2010*)

In-Patient Overall Rating of Care: 97.2% (*Jan. 2010-Dec. 2010*)

NRC Picker Patient Surveys are mandated by the Ministry of Health & Long-Term Care of Ontario and sent randomly to patients who have received services at the Hospital's ER and In-Patient departments.

Chemotherapy Clinic

News Article “New chemotherapy clinic opens in Hawkesbury” taken from the November 13, 2010 edition of the Ottawa Citizen, written by Paula Tam:

“A new chemotherapy clinic is open at the Hawkesbury and District General Hospital, Eastern Ontario’s busiest rural hospital. The new clinic will allow Prescott and Russell patients to get cancer treatment close to home. The clinic, which opened Friday, is expected to eventually handle as many as 40 patient visits a month. Marc LeBoutillier, chief executive officer of the Hawkesbury hospital, said the clinic will operate in existing hospital space until a new multipurpose cancer clinic is built. Construction of the facility is expected to start in 2013. The hospital spent \$60,000 to train staff and renovate existing space for the clinic, which will operate as a satellite branch to the regional cancer program, run by The Ottawa Hospital. Another \$100,000 a year has been earmarked to pay for additional staff.”

Since opening its doors in November, 2010, the clinic has received 64 visits.



**Launch of the Chemotherapy
Clinic, October 2010**

Clinical Initiatives

Children's Health Program

From the article "CHEO, HGH form historic partnership", from the July 14, 2010 edition of The Review:

"The Hawkesbury and District General Hospital has signed what is being called as an "historic" partnership agreement with the Children's Hospital of Eastern Ontario (CHEO) to offer specialized services to children in the region.

The agreement was officially presented on Monday, June 28, 2010 at the hospital and is part of the hospital's ongoing efforts to become a regional health campus from which the whole community, both young and old, can receive quality health care.

"This historic agreement is perfectly aligned with the strategic direction the Local Health Integration Network (LHIN) has provided to the region's health-care service providers," stated Dr. Robert Cushman, chief executive officer of the Champlain LHIN.

"Over the course of the next few years, the hospital will gradually implement various clinics and programs for the welfare of our younger population," said Dr. Luc Chagnon, Chief of Staff. "CHEO's best practices in mental health and asthma treatment, for example, will be transmitted to the HGH via teleconferencing."

Both CHEO and the HGH have a common vision for the children and youth in Prescott and Russell – that they grow up healthy, confident and secure; able or enabled to reach their full potential and to participate in and contribute to their communities.

The agreement formalizes their commitment to work together for the overall health and well-being of children and youth by addressing a wide range of priorities, including mental health and chronic diseases, starting this year with asthma.

CHEO's contribution to the partnership will include consultation, mentorship, professional development, clinical and health promotion resources and facilitating collaboration with other sectors serving children and youth."

Children's Health Program, inaugurated in June, 2010



Diagnostic Imaging Services

Over the past year, the HGH Diagnostic Imaging team has also worked diligently to review and reduce patient wait times and turnaround times for medical reports.

State-of-the-art equipment and modalities, such as a new ultrasound unit and standardized protocols for the CT-Scan, have drastically improved the quality and efficiency of the department.

We are pleased to announce that the following modalities all report some of the best access in the region :

- CT-Scan;
- General Ultrasound;
- Obstetrics Ultrasound;
- Cardiac Ultrasound;
- Fluoroscopy;
- Mammography.



HGH Diagnostic Imaging Team

Clinical Initiatives

Mental Health

Article “New program at Hawkesbury Hospital will help save lives” from the October 6, 2010 edition of the Hudson Gazette, written by Shannon-Lee Figsby:

Mark is a 20 year old University student, has a good relationship with his parents and siblings, and a great girlfriend. He’s doing well in his Chemistry major, and for all accounts and purposes, doesn’t have too much to complain about. Except one day, Mark suddenly became aggressive, withdrawn and delusional, and no one around him knew why. They didn’t realize Mark was suffering from a first episode of psychosis, and they had no idea how to deal with it.

Mark doesn’t really exist, but many teens and young adults just like him do. A new program at the Hawkesbury & District General Hospital (H&DGH) announced last Monday in partnership with The Ottawa Hospital is aiming to deliver improved mental health services related to Psychosis in the Prescott & Russell region. “The Champlain District Regional First Episodes of Psychosis Program offers screening or assessment for psychotic disorders, offering education, support and outpatient care for both patient and family,” explained Dr. Paul Roy, Director of the Program at The Ottawa Hospital, at Monday’s press conference.

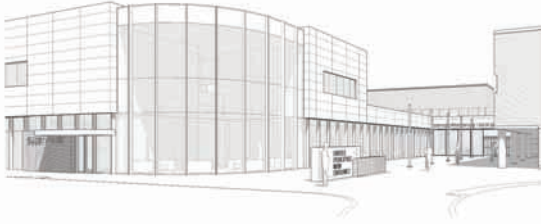
Psychosis is a brain disease that most commonly occurs in people ranging in age from their teens to their mid-thirties, and can cause delusions, hallucinations, confusion and severe behavioral change. Often, the afflicted individual and his or her loved ones don’t recognize a psychotic episode as it is happening, especially if it’s the first one they’ve ever experienced. Swift intervention by medical professionals is the best way to ensure that the patient gets the timely care that he or she needs. One of the most common signs of psychosis is a loss of contact with or a distortion of reality. When left untreated, the condition of an individual experiencing symptoms can deteriorate rapidly.

“If left too long without treatment, first psychosis can lead to stress on relationships, loss of family support, substance abuse, other serious mental illnesses, and even suicide,” described Billie Pryer, Manager of the Program at The Ottawa Hospital.

“By adding specialized staff to our team, we’re insuring that patients afflicted by this serious disease receive the right treatment quickly,” explained Dr. Suzanne Filion, Director of the Royal-Comtois Centre.

“We are now better equipped to understand this illness and support the individuals who are afflicted, helping to save lives in the long run.”

New Main Entrance



New Emergency Entrance



Ambulatory Care Pavilion Waiting Area



Architectural Design of the redeveloped hospital

Two years ago, an extensive political exercise was started within the region and the provincial government to introduce and move forward with our hospital's redevelopment project. Several meetings with administrative and political officials from the Ministry of Health and Long-Term Care, the Ministry of Infrastructure, as well as parties from local municipalities, have proved to be beneficial.

The initiatives allowed us to receive endorsement for our project from several key stakeholders, with the high being a visit to our establishment by Mr. Bob Chiarelli, Minister of Infrastructure, in November 2010. Throughout these steps, our MPP, Mr. Jean-Marc Lalonde, showed constant support and determination.

All advocacy steps taken to date helped us set the stage for an open and productive meeting between the mayors of the United Counties of Prescott & Russell, Mr. Jean-Marc Lalonde, MPP, and the Minister of Infrastructure in his offices at Queen's Park last February 28. During this meeting, the Warden of the United Counties, Mr. Jean-Yves Lalonde, convincingly presented the project's benefits for our community. In a unanimous gesture, all mayors reiterated their support for the project and called for a quick decision from the government to move forward with the redevelopment.

The first architectural plans (phase 3.1, block schematics) of the redevelopment project having been submitted to the Ministry of Health since December 2010, the HGH went on to phase 3.2 in January 2011, meaning the development of technical plans and specifications. This phase of the project should be completed during the summer of 2011.

Improvements to the Emergency Department

By initiating process reviews and adding a “Fast Track”, the HGH Emergency Department has reduced its wait times significantly and improved their efficiency while offering better patient care. In October 2010, the HGH ER and its Emergency Department Improvement Project (EDIP) were lauded by the Champlain LHIN and the Ministry of Health as the Most Improved ER in Ontario in terms of wait times! Patient satisfaction surveys have also rated the HGH as a Top 10 hospital in Ontario.

EDIP has since become a source of reference for the Champlain LHIN, the Ministry of Health of Ontario and many hospital ERs across the region, thus celebrating across the province the extraordinary achievements by the nurses, physicians and all medical staff of the HGH.



HGH Emergency Department, most improved in terms of wait times in Ontario

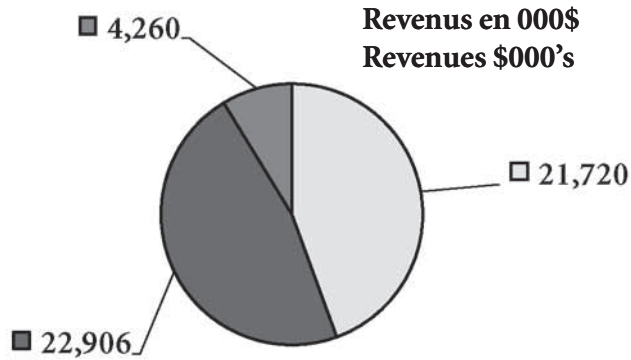
Meilleures notes de satisfaction des patients pour les soins d'urgence. Réf.: Sondages de satisfaction des patients mandatés par le ministère de la Santé et des Soins de longue durée de l'Ontario
Highest ER Patient Satisfaction Scores, Re.: Patient Satisfaction Surveys mandated by the Ministry of Health of Ontario

10 sites les mieux cotés en Ontario Avr. - Juin 2010
Top 10 sites in Ontario Apr. - June 2010

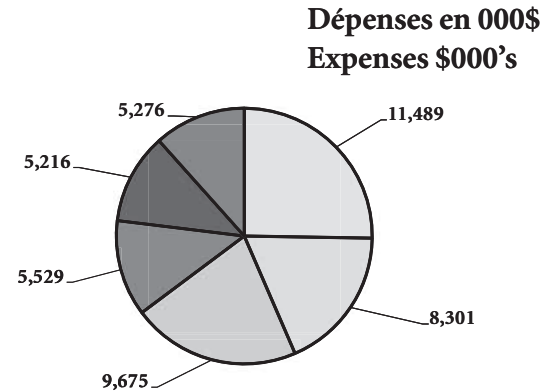
LHIN	Site	Percent Positive Ratings
Overall, how would you rate the care you received in the emergency department?		
South East	Perth And Smiths Falls District Hospital - Perth Site (Great Wat	97%
South West	Seaforth Community Hospital (Huron Perth Healthcare Alliance)	96%
North Simcoe Muskoka	Soldiers' Memorial Hospital	93%
Erie St. Clair	Sydenham Campus (Chatham-Kent Health Alliance)	92%
Champlain	Winchester District Memorial Hospital	91%
Waterloo Wellington	Guelph General Hospital	90%
North Simcoe Muskoka	Georgian Bay General Hospital (North Simcoe Hospital Alliance)	90%
South West	Victoria Hospital (London Health Sciences Centre)	89%
Champlain	Cornwall Community Hospital - MacConnell Avenue Site	89%
Champlain	Hopital General De Hawkesbury & District General Hospital. Th	89%
All Hospitals		82%

-5-

Financial Results



- Ministère de la Santé / Ministry of Health
- Autres revenus patients / Other Patient Revenues
- Autre / Other



- Patients hospitalisés / Inpatients
- Services diagnostiques et thérapeutiques / Diagnostic and Therapeutic Services
- Soins ambulatoires / Ambulatory Care
- Services de soutien / Support Services
- Administration
- Autre / Other

Services offered

Core Services

Emergency / Fast Track
Laboratory / Phlebotomy
Pharmacy
Diagnostic Imaging
CT-Scan / Ultrasound
Cardiology / Echocardiography
Surgery & Anesthesia
Complex Continuing Care
Special Care
Family Birthing Center
Medical /Surgical
Community Mental Health

Sub-specialty Services

Internal Medicine
Neurology
Physical Rehabilitation
PART Clinic

Cardiac Rehabilitation Clinic
Children's Rehabilitation Clinic
Palliative Care & Pain Management
Inpatient Mental Health
Orthopaedics
Gynaecology
Cancer Care
Antenatal Clinic
Day Surgery
Ear-Nose-Throat Surgery
Plastic Surgery
Ophtalmology Surgery
Dental / Oral Surgery
Gynaecology Surgery
Endoscopy
Chiroprody
Medical Day Care
Occupational Therapy
Social Work / Grief Management
Nutrition Counselling

Urology
Cardiology
Dental Clinic **NEW!**

Regional Services

Systemic Therapy Clinic **NEW!**
Hemodialysis
Stroke Prevention Clinic
Tele-Stroke **NEW!**
Ontario Breast Screening Program
Infant / Child Health Clinic **NEW!**
Specialized Mental Health Services
Smoke Cessation Clinic
Diabetic Prevention Clinic
Thrombosis Clinic **NEW!**
Tele-nephrology
Tele-Health
Geriatrics