



Eyes on the Future

ANNUAL
REPORT
2009-2010



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

Words of Gratitude from a Patient

I wish to take this moment to thank the Administrative Staff for the efficient and friendly service I have received during my visits to this hospital up until now.

In particular, I address those who work at the Reception Desk. Let me reassure you that your welcoming smiles, professional practice in asking us patients in which language we preferred to be served, and your quiet disarming attitude, have all greatly contributed immensely to calming us when we are in such dire distress from sickness.

I also want to point out that the management of the Patient's Priority List with regards to seeing the doctor on call has improved immensely over these last couple of years; and consequently, this has evidently speeded up the waiting time.

The nurses in the Emergency Ward, including the ones whom we first see after admissions, you are to be congratulated for your individual interest in us as patients. Personally, I always feel your genuine empathy, compassion and your sense of duty towards me. Thus, you have never failed to alleviate my anxiety that could have otherwise been detrimental to my treatment and recovery.

In addition, I perceive you nurses as fellow human beings treating us with respect and honesty. Despite your long hours, and annoying patients' complaints, I want you to know that emotionally speaking, we patients need you so much! Carry on the good fight! Continue to be there for us when we are sick! You make a big difference between us enduring depressing pain and giving us true hope in getting better!

Regarding the physicians whom I have seen, they have always served me with much kindness, reliable precision and with excellent medical competency. You have always taken my concerns to heart. Thank you so much for you have been astute listeners and for having shown your sincere resolve to determine the nature of my illness, and for having taken the appropriate steps to treat me before discharging me from the hospital. Moreover, you had even made follow-up visits for me when they were necessary. As for the prescriptions given, tests required to take, consultations on results, I knew for certain that authentic professionals were working at the hospital!

Thank you Security for letting us feel protected, the Ambulance Staff available around the clock, the Cafeteria Workers working so hard to prepare meals, and to all you wonderful Volunteers as well as to Maintenance who keeps our hospital running!

All this is to say that since the Hawkesbury & District General Hospital has been founded, I feel that this institution has evolved tremendously for the better due to the highly skilled management of the Administrative Personnel and I am proud of all of you for having made this possible.

In closing, let me emphasize that each and every one of you affect our lives and we can't do without you! In order to honour you, please inform all of my deep gratitude!

Respectfully yours,

Richard D. Briggs, February 12, 2010

Annual Report 2009-2010



Melissa Laing, Registered Nurse, Family Birthing Centre, 3 years experience at the H&DGH

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Cover : Michel-André Lavergne, Speech Therapist, with a client of the Children's Rehabilitation Clinic, 6 years experience at the H&DGH



**Ronald
Bender**



**Robert
Charbonneau**



**Marcel J.
Dauth**



**Manon
Lacelle-Lacroix,**
Chief Governance
Officer



**Johanne
Ladouceur-Crête**



**Jacques
Parisien**

Voted Members

Our Board of Directors

Appointed Members

Marcel Dicaire,
President of the
Foundation
Board of
Directors

**Dr. André
Borduas,**
President of
Medical Staff

**Dr. Jean
Fairfield,**
Chief of Staff,
Mar. 2009 -
Jan. 2010

**Marc
LeBoutillier,**
Chief Executive
Officer / Secretary

**Suzanne
Sauvé,**
Manager of
Board
Operations

**Suzanne
Quesnel-Gauthier,**
Treasurer

**Sébastien
Racine,**
Vice-President



Joint Report, Chief Executive Officer / Chief Governance Officer

This past year, the H&DGH celebrated 25 years of loyal services to the community. This anniversary brought to light the legacy of the founders and what has been accomplished by an entire generation of physicians, employees and volunteers during those 25 years.

Anchored on this solid foundation, the H&DGH is now ambitiously pursuing a new future. Guided by our vision, adopted in June 2009, the H&DGH Board of Directors and Leadership worked on major initiatives of organizational transformation and service development.

Our redevelopment project reached a very important milestone when it was designated a regional priority by the Champlain LHIN and the Ministry of Health. Support from the community and local political representatives will continue to be essential for the completion of this 93-million dollar investment, which will have a major impact on the economy of the United Counties of Prescott & Russell.

With the objective of meeting the evolving needs of the community and improving access to services, the H&DGH has focused on improvement of clinical services. With a sustained effort from the physicians and employees, and through a systematic review of care processes, the H&DGH brought its emergency lengths of stay down to the provincial standards in April 2010. The H&DGH was honored for being the Number 1 hospital in the province for the improvement of ED wait times for

2009/2010.

On other fronts, all equally important for quality and clinical efficiency, the H&DGH has implemented the following projects:

- The Electronic Patient Record, and an integrated portal with The Ottawa Hospital;
- A new model of care focused on inpatients; and
- A new Quality & Risk Management Program.

Furthermore, with the support of the Board of Directors, H&DGH Leadership has implemented more stringent standards for sanitation of premises, infection control and patient safety.

H&DGH's clinical expertise has been recognized in March 2010 when an affiliation with the Faculty of Medicine of the University of Ottawa was announced. This year's achievements and the major projects currently in progress prove that the H&DGH is more than a local hospital. We are your regional hospital in Prescott and Russell.

Our Board of Directors is committed to pursuing a vision for the future of the H&DGH. We know that we can count on dynamic leadership, competent physicians and employees who constantly aim for clinical excellence, and, finally, volunteers and loyal donors who, like us, believe that the community has a right to a complete range of quality services, accessible to all.

Manon Lacelle-Lacroix, Chief Governance Officer
Marc LeBoutillier, Chief Executive Officer



Dr. Luc Chagnon, Chief of Staff,
19 years experience at the H&DGH

Joint Report, Chief of Staff / President of the Medical Staff

Twenty-five years ago, at the same time the H&DGH was created, the H&DGH Medical Staff was established with the objective to encourage physicians' active participation in the community and in the hospital's clinical programs. Today, the H&DGH grants privileges to 70 physicians out of which 40 are active in the various medical departments of the hospital.

In the context of changes and evolution, tremendous work has been done this year in order to clarify the roles of the medical directors, improve the medical-administrative process and refocus committees on clinical performance. Very few community hospitals like the H&DGH are able to rely mainly on family physicians to manage and support the clinical programs of the hospital. This model, unique in our region, has been praised several times by the Champlain LHIN and has been cited as an example on many occasions.

During the current year, major achievements reflect the motivation and the engagement of our physicians. The Emergency Department Improvement Project has enabled us to meet

provincial standards with regards to the lengths of stay at the Emergency Room. Our Family Birthing Centre MOREOB Program allowed us to stand out during the Champlain LHIN regional review of Maternal-Newborn services. Our quality performance indicators for this program exceed provincial averages.

At the regional level, a partnership was established with the Children's Hospital of Eastern Ontario (CHEO) for a Child Health Program and also with the Regional Cancer Center for the implementation of a Medical Day Unit for chemotherapy in the near future.

Finally, the affiliation with the Faculty of Medicine of the University of Ottawa is the result of many years of dedication and commitment of our physicians to medical education.

Over the coming year, we will continue our efforts to improve our programs and support the commitment, retention and recruitment of future physicians who will pursue the tradition of blending private practice with hospital program activities.

Dr. Luc Chagnon, Chief of Staff
Dr. André Borduas, President of the Medical Staff

Our Values, Our Priorities

In June 2009, the H&DGH introduced its newly adopted vision for the future. This vision, described in a clear and precise statement, is the reflection of an internal consultation process initiated by the Board of Directors in early 2009.

Our 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.”

The Hospital’s administration is committed to developing an annual plan that aims to keep the organization true to its vision by way of quality improvement initiatives, development of programs, and investments in infrastructure, equipment and technology. In 2009-2010, 30 projects were completed thanks to active participation and collaboration by management and staff. Work on these projects can often last several months and requires sophisticated tools and management methods.

Projects completed during the year include the implementation of several new medical equipments and new advanced technology applications, the planning for new infrastructures, as well as major changes in the model of care and medical administrative systems.



Nancy Webber-Nixon, Registered Nurse in East Wing, 19 years experience at the H&DGH



Statistics, 2009-2010

Staff

Employees: 480

Nursing Staff: 219

Physician Assistants : 2

Physicians with privileges: 70

Family Health Team: 22 physicians

Friends of the Hospital: 102 volunteers

Visits

Emergency : 31,214

Obstetrics : 1,586 (449 births)

Day Surgery: 3,310

Medical/Surgical Clinics: 14,600

Mental Health Centre : 10,498

Diabetes Clinic : 3,910

Hemodialysis : 4,304

Dr. George King, Emergency Department
Physician and Acting Chief of Staff, January -
March, 2010, 11 years experience at the H&DGH

Our Achievements

The Redevelopment Project, a vision for the future

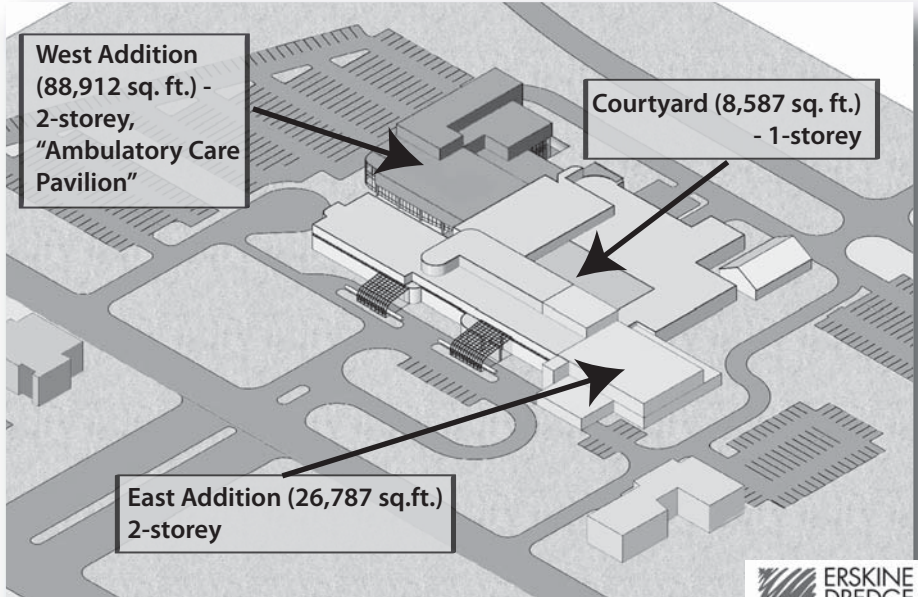
The Hawkesbury & District General Hospital unveiled its revised redevelopment plans in January 2010. These new plans were the end result of twelve months of work on a functional and technical program, following the reception of a \$1 million planning grant from the Ontario Ministry of Health and Long-Term Care in August 2008.

Specialized consulting firms were hired to thoroughly study the population needs for the next fifteen years.

Compared to the initial project presented in 2007, the overall construction surface area is doubled (120,000 sq.ft.) and the cost of the project is now estimated at \$93 million. The project submitted to the Ministry consists of three construction phases:

- A new Ambulatory Care Pavilion will allow consolidation of outpatient services (specialized clinics, rehabilitation, hemodialysis, medical day care, cardiology and electrophysiology).
- The courtyard infill will allow relocation of the Perioperative Services (operating rooms, day surgery, endoscopy, minor surgery and recovery room).
- The East Wing will be extended, doubling the size of the Emergency Department and adding a new Intensive Care Unit.

On May 26, 2010, the project was presented to the Board of the Champlain Local Health Integration Network (LHIN), which designated it as a high priority for the region. The Ministry of Health and Long-Term Care is presently reviewing the project. The Hospital has requested authorization to proceed to the pre-construction stage in 2010/2011.

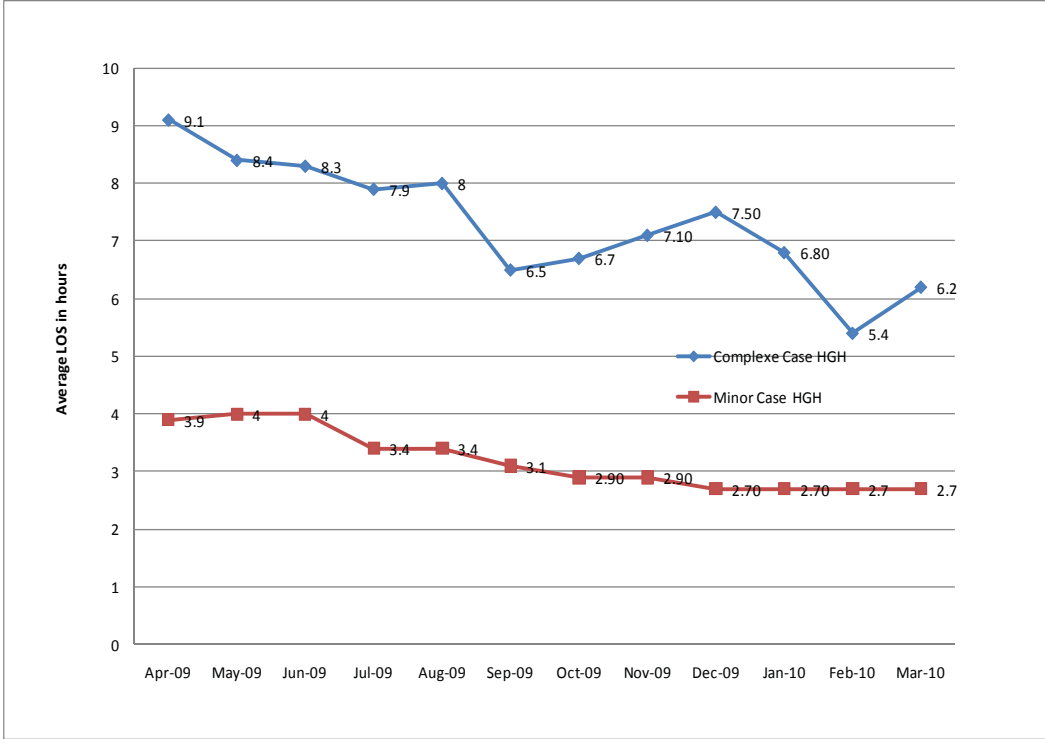


Our Achievements

Emergency Department Improvement Project:

EDIP was designed to be a focused project that would improve the way we deliver care in the Emergency Department. It was launched in June 2009 and the majority of the improvements were completed by March 31, 2010. The results were convincing:

- For minor cases, the average length of stay (LOS) was 2.7 hours and 82% of patients were discharged in less than 4 hours, which meets the objectives required by the Ministry of Health. This represents a 60% improvement from last year.
- As for the complex cases, important improvements were also reached. The average length of stay fell from 9.1 hours in March 2009 to 6.2 hours in March 2010.
- In a survey done last January 2010, 78% of patients said they were satisfied with the amount of time they spent in the Emergency Department, compared to 48% in January 2009.
- In that same survey, 93% of patients said they appreciated the quality of care received during their visit, compared to 62% in January 2009.



Undertaken by staff and physicians of our hospital who are directly involved in the provision of care and who have valuable insight into how care is delivered, the project has proved to be an overwhelming success, attaining and often surpassing the goals set out by the hospital and the Ministry!

Our Achievements

There is No Health without Mental Health

Good mental health is essential to maintaining a balanced lifestyle. In 2009-2010, the H&DGH mental health and concurrent disorders program pursued the goal of reducing waiting lists and improving access to efficient, high-quality programs in the Prescott and Russell region.

To achieve this, the Royal-Comtois Centre has:

- improved its relationship with its partners: e.g. Family Health Team, Addiction Services of Eastern Ontario, hospitals in the Eastern Counties and in the Ottawa area;
- created new programs: e.g. psycho-geriatrics services, addiction and mental health groups, a punctual psychotherapy program, complex cases coordination, interventions using the Ontario Telemedicine Network, etc.;
- trained professionals in concurrent disorders, trauma, etc.;
- welcomed an intern from the University of Ottawa; and
- doubled its participation in working groups and on regional committees.

In 2009-2010, the Centre has reduced wait times for psychiatric consultations and follow-ups and for psychotherapy groups. In total, the professionals in occupational therapy, psychiatry, psychotherapy, nursing and social work have provided services to 1,103 clients in 2009-2010, with over 10,498 visits.

Dr. Suzanne Filion, Director of Mental Health



Dr. Pierre Ferguson, Psychiatrist at the Royal-Comtois Centre, 6 years experience at the H&DGH



Dr. Gilles Blackburn, radiologist, 28 years experience at the H&DGH, retired in 2010

Our Achievements

New Partners, New Projects:

- In April 2010, the H&DGH and the University of Ottawa signed an affiliation agreement, which designates the H&DGH as a teaching site for its Undergraduate and Family Medicine Residency Programs.
- The Lower Outaouais Family Health Team, was officially recognized by the Ministry of Health and Long-Term Care in the Fall of 2009 and includes 22 family doctors as well as nurse practitioners, registered nurses, social workers and dietitians. The Family Health Team is currently working on a business plan to add a separate building (24 000 sq.ft.) on the Hospital property, separately funded from the H&DGH construction project. The hospital will be working collaboratively with the Family Health Team on this ongoing development with the hope that this new building will be erected simultaneously with the rest of the expansion project.
- A Telenephrology Clinic was introduced, in partnership with the Ottawa Hospital, to provide specialized and standardized health care according to the current best practices. Specialists from the Ottawa Hospital can now follow-up on patients through the telemedicine network, reducing patient travels between our area and Ottawa.
- The H&DGH has recently partnered with the Children's Hospital of Eastern Ontario (CHEO) to offer specialized services to our region's children and youth. Over the course of the next few years, the H&DGH will gradually implement various clinics and programs for the welfare of our younger population, ie. best practices in mental health and asthma treatment.

Our Achievements

Infection control

- H&DGH has joined the “Just Clean Yours Hands” program offered by the Ministry of Health of Ontario, also known as “Your 4 Moments for Hand Hygiene”.
- Over 400 staff members from different services, including nursing, housekeeping, maintenance, cafeteria, radiology, laboratory, physicians and volunteers, have received the training.
- This program provides a tool to assess our health care providers’ compliance with hand hygiene. Results are available to the public on the hospital’s website at www.hgh.ca.
- The hospital has followed all of the Ministry’s guidelines regarding the H1N1 pandemic threat. A predetermined plan was in place and was communicated to the employees when the pandemic was declared.
- Future priorities for infection control include improvement of the statistics regarding compliance with hand hygiene and the use of new isolation signage for infectious diseases. Such signage will be standard across the Champlain area.
- In collaboration with the infection control regional network, a pocket guide on “PREVENTING AND CONTROLLING INFECTIONS”, a quick tool on best practices regarding infection control, will be distributed to all employees.

**Marc Larivière, Infection Control Nurse
and Discharge Planner**



Julie Campeau-Vaillant, Physical Therapist,
11 years experience at the H&DGH



Our Achievements

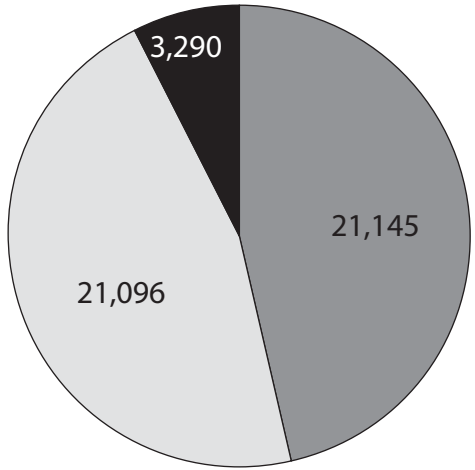
Patient Safety

- The MoreOB program in Obstetrics has completed a new training module – fostering more effective communication between staff, physicians and patients.
- The Pharmacy program undertook regular patient risk audits on medication drugs including concentrated electrolytes, heparin and narcotics (to name a few).
- H&DGH exemplified strong team work and active inter-professional communication during the H1N1 pandemic. Staff and clients were better sensitized to the risks and the safety considerations inherent to the pandemic.
- A new program called “Time to C- Section FMEA” has reduced potential time delays and improved the quality of care for both mother and baby in cases of caesarean procedures.
- The Medication Reconciliation project is expanding – it presently provides for a Medication History on admission and we are now working with a local pharmacy to develop a process for patients discharged to their home to ensure medication reconciliation occurs.

Lucie Lortie, Food Service Aide, 1 year experience at the H&DGH

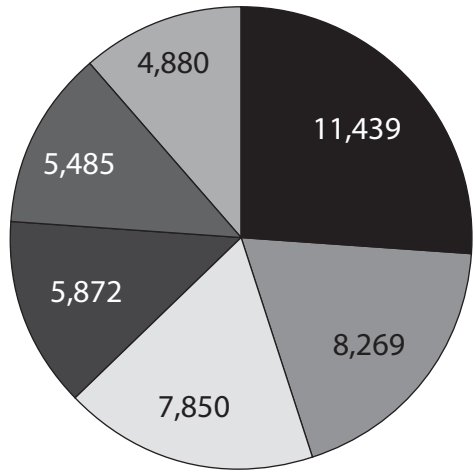
Financial Results

Revenues in \$000's



- Ministry of Health
- Other Patient Revenues
- Other

Expenses in \$000's



- Inpatients
- Ambulatory Care
- Diagnostic Services
- Support Services
- Administration & General Expenses
- Other

Clinical Services offered at the H&DGH

