Recognized for Exemplary Care

Amprior Regional Health was recognized for exemplary care three times this past year. The first award received was the Quality Healthcare Workplace Award (Bronze level) from the Ontario Hospital Association (OHA) and HealthForceOntario. Secondly, ARH received the Studer Group® International Healthcare Organization of the Quarter Award. Last but definitely not least was Accreditation Canada granting us the highest level possible – Accredited with Exemplary Status.

The Quality Healthcare Workplace Award (Bronze Level)

President & CEO Eric Hanna and Vice President Human Resources Ron Marcotte accepted the award on behalf of Amprior Regional Health.

This award recognizes organizational efforts to improve healthcare workplaces in ways that contribute to employees’ quality of work life, which ultimately impacts quality of care patients, residents and clients receive.

As a first time applicant for this award, Amprior Regional Health was pleased to provide information, actions, outcomes and supporting evidence pertaining to all major aspects of a healthy, high-performing healthcare workplace with the focus being on the effectiveness of actions taken in these areas. “All staff should be proud of this award. Research demonstrates that a healthy work place yields higher quality of care and patient satisfaction,” said President & CEO Eric Hanna.

Amprior Regional Health was one of 8 winners of this level. “The standards of each award level continue to rise each year. This program is great for providing us with a useful tool of external validation of where we are today and what we can do to plan for the future. We look forward to continuing our efforts to provide a quality work place for all staff,” noted ARH Board Chair Jay Johnston.

Our vision of being “recognized for providing exemplary care – making your health a priority” is dependent on our ability to attract and retain top quality staff, physicians and volunteers. Caring about what we do and why in a “Quality Healthcare Workplace” environment is essential to achieving this vision.

Accreditation Canada recognized ARH as having three leading practices.

“Some of these practices are ingenious in their simplicity. Often, they are implemented by organizations with limited resources, showing how innovative strategies can be achieved at minimal cost.”

Accreditation Canada

ARH Best Practices...

Accreditation Canada defines a leading practice as “a noteworthy practice carried out by a health service organization that demonstrates innovation and creativity, and has a positive impact on services or outcomes for clients and families.”

- Fall Prevention
- Physician Scorecard
- COPD Partnership

Accreditation Canada

Amprior Regional Health Achieves Highest Award from Accreditation Canada

Amprior Regional Health received the highest level of award from Accreditation Canada – Accreditation with Exemplary Standing. To achieve this level of performance the organization exceeded the most rigorous requirements of the accreditation program.

Accreditation Canada is a not-for-profit organization that has been improving health quality through accreditation since 1958. The organization accredits more than 1,200 organizations representing 5,700 sites and services across Canada.

The in-depth process of review assessed standards across all services at Amprior Regional Health (Hospital, Nursing Home, Assisted Living and Adult Day Program). These standards examined all aspects of health care including patient safety, governance and leadership, ethics, staff education, emergency preparedness, and partnerships with the community. In total 1,519 standards were assessed and Amprior Regional Health was in compliance with 98.4%.

The accreditation process validates the impact of the organization’s ongoing efforts to improve the outcomes for patient/resident/client care, as well as improving the experience of those who are in need of our care and services. “Achieving the highest level of certification requires a team effort by the more than 300 staff, physicians, and volunteers who work at Amprior Regional Health. The award is acknowledgement that ARH is keeping pace with the rapidly changing healthcare environment and confirms our commitment to quality improvement to deliver safe patient care,” said Eric Hanna, President & CEO, Amprior Regional Health.

In their report, the surveyors highlighted ARH’s many strengths and praised our programs, staff, services and culture. ARH was also recognized for 3 new leading practices. The three specific practices for
ARH included Falls Prevention, Physician Score Card and the Integrated COPD Program.

The surveyors went on to note, “ARH is a highly functioning organization that has worked hard during the past three years to implement positive change, address service gaps, and improve the services it offers. The organization has made progress by focusing on its values and vision, and adhering to its strategic plan and goals. Arnprior Regional Health recognizes that if progress is to be made then staff engagement is key to further progress. Toward that end, the organization has done a superior job in engaging staff and demonstrating by example what it means to be leaders in health care.”

“Congratulations to the staff and leadership at Arnprior Regional Health for their commitment to quality and safety, which was evident throughout all aspects of the accreditation experience,” said Wendy Nicklin, President and CEO of Accreditation Canada. “Organizations that achieve exemplary standing, the highest level of achievement, are a model for quality improvement.”

Jay Johnston, ARH Board Chair, noted “The Board of Directors is most proud of this achievement. The dedicated and committed team at Arnprior Regional Health is to be commended for such an outstanding result.”

Mr. Johnston also noted how the rating of “exemplary” was consistent with the vision of Arnprior Regional Health which is to be “recognized for exemplary care”.

**Partnering with the Community**

Two new family physicians were successfully recruited over this past year through the community led physician recruitment committee. Dr. Nejad and Dr. Fitzsimon will both be providing in patient care at the hospital and to residents at the Grove.

Dr. Nejad will also join the physician rotation for emergency department coverage.

Our local family physicians, the Town of Arnprior, and the Township of McNab/Braeside all played an important role in recruiting Dr. Fitzsimon and Dr. Nejad. Both municipalities recognized the economic impact and benefits new physicians bring to our local economies and community at large. The funding provided by both municipalities as well as Arnprior Regional Health, supports expenses related to a physician recruiter, physicians’ relocation and the recent locum physician experience in Arnprior.

The addition of these family physicians will ensure ARH continues to provide services across the continuum of care including hospital services, community based services, and long term care. “This is fantastic news but we have to caution that we are not done yet. The Physician Recruitment Plan has identified the need for 4 new family physicians over the next 5 years” said Jay Johnston, Chair of the ARH Board of Directors.

**Improving the Patient and Resident Experience**

A partnership between former patients and their family members, along with staff members form two committees – The Patient Family Advisory Council (PFAC) at the hospital and the Family Council (FC) at the Grove. Both committees meet on a regular basis to review patient/resident/family feedback and recommend changes to the organization.

Feedback is received through patient satisfaction surveys, resident satisfaction surveys, compliment and complaint letters sent in, and through post discharge phone calls.

Both councils review the information sent in and make recommendations. These recommendations are presented to the VP of Patient and Resident Care. Working together they reach an agreement on ways to proceed in the best interest of patient and resident care. One area benefitting from this collaboration is meals and meal delivery.

The meal delivery system at the Arnprior Hospital provides patients with a meal choice at point of service. A Food Service Worker greets each patient and takes their order and within a couple of minutes your meal is presented to you. The patients seem to really enjoy this personal service. Feedback from speaking directly with our patients has been positive indicating that they like that the food is served up hot right outside their room. We are aiming to meet individual preferences and offer more choice for patients with special dietary needs.

A Menu Planning Committee was formed which includes a multidisciplinary team of staff and members from PFAC. The purpose of the Menu Planning Committee is to enhance the patient experience by creating a varied menu selection of nutritious, appetizing comfort foods that will meet each patient’s individual needs. It is great to have everyone’s input as we evaluate the nutritional content of products. This is a wonderful working group and we are enjoying the sampling of great new products!
Small Hospital Pharmacy Initiative

The small hospital transformation fund, provided by the Champlain LHIN, has enabled the creation of a small hospital pharmacy initiative involving Arnprior Regional Health and 7 other small hospitals in the Champlain area. Through this initiative, area hospitals are investigating opportunities for a collaborative approach to medication management in order to optimize patient safety and meet all regulatory requirements. This is very timely as, beginning in 2015, all hospital pharmacies in Ontario will be required to be accredited by the Ontario College of Pharmacists in addition to complying with stringent medication management standards already set forth by Accreditation Canada.

In addition to the funds provided by the LHIN, the Auxiliary also provided funds. Auxiliary support allowed ARH to purchase new packaging equipment for the Pharmacy and dispensing equipment for patient care areas. The packaging system (PacMed) will package individual units of medication which will be housed in secure drawers in the automated dispensing units (ADUs) in the patient care areas. Once prescribed for a patient, the medication order will be entered into the Meditech computer system with the information transferred electronically to the automatic dispensing units. A nurse can then choose the medication required for any specific patient and the machine will dispense the proper item in a labelled package which can be taken to the patient’s bedside for administration. This process significantly reduces the risk of medication error and improves patient safety.

Other initiatives being explored by the small hospital group include investigation of options for a shared service to provide intravenous medications, sharing of clinical information and protocols (both within the small hospital group and with The Ottawa Hospital), and sharing of policy and procedure development.

By the Numbers: Hospital Statistics 2013-14

| WEIGHTED CASES                  |  |
|---------------------------------|---|----------------|
| In Patient                      | 1,353 | Day Surgery  | 301 |
| Complex Continuing Care (Restorative) | 1,769 |

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<thead>
<tr>
<th>PATIENT DAYS</th>
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<tr>
<td>Acute</td>
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<td>Complex Continuing Care (Restorative)</td>
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<th>OPERATING ROOM CASES</th>
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<tr>
<td>In Patient</td>
<td>53</td>
<td>Day Surgery</td>
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| EMERGENCY VISITS                | 17,252 |
| OUTPATIENT VISITS               | 11,600 |

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<tr>
<th>ALLIED HEALTH VISITS</th>
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<tr>
<td>Speech Therapy</td>
<td>287</td>
<td>Physical Therapy (out patient)</td>
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<tr>
<td>Physical Therapy (in patient)</td>
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<td>Urotherapy</td>
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CHF – Partnering with the Arnprior & District Family Health Team

A strong partnership between the Arnprior Family Health Team and ARH was demonstrated through the chronic obstructive pulmonary disease (COPD) initiative in 2012. Building on that success is a new partnership to combat Congestive Heart Failure (CHF). Judy Cobus RN, in collaboration with Family Physicians, leads the program for patients with CHF. Rostered patients may be referred from their family doctor. Judy offers individualized education to patients about living with their chronic illness and includes: the importance of monitoring daily weight; following a low sodium diet; how to read food labels; medication review and when to see their doctor. Patients who are not rostered through the ADFHT may be referred to the Ottawa Heart Institute. CHF affects over 350,000 Canadians of all ages.

Judy Cobus RN works with a CHF patient.

The ARH Auxiliary presented pharmacy tech, MaryAnn Christman, and VP Leah Levesque with a cheque for $100,000. This money helped towards the purchase of a McKesson PacMed automated pharmacy dispensing system.
Adult Day Program

The Adult Day Program received news of permanent funding from the Champlain LHIN in 2013. Under the Healthy Aging Strategy the new funding allowed for 12 additional client spots and an increase from 3 days a week to 4 days a week.

The Adult Day program is open to members of the community over the age of 65, including those who have Alzheimer’s and/or dementia. Activities are structured to highlight the strength of individuals in groups as well as independently. Day Program attendees have the opportunity to enjoy entertainment, cards, physical and social games, and fitness tailored to individual ability.

Often the biggest benefactor of this program is to the caregiver. One of the Day Program goals is to offer caregiver respite. Efforts are made to hold support group meetings at the same time as the Day Program. This gives the caregiver the opportunity to speak with others in their situation and also permits for a few hours to be on their own while knowing their loved one is getting the chance to socialize, participate in activities in line with their abilities and interests, and take part in a pleasurable dining experience.

The pleasurable dining experience is a strategy allowing clients the opportunity to choose their own meal and enjoying good food in the company of friends in a warm and inviting atmosphere. The baking program offers clients the chance to participate in a past activity that they may not be able to do at home any longer. This program involves making cookies, breads and/or special seasonal items that the client can enjoy that day at their afternoon nourishment.

Intergenerational Program

An intergenerational partnership between the Grove Nursing Home and students from St. Joseph’s Separate School brings together seniors and students.

It is an opportunity for students to hear stories about days passed, war efforts and much more. Photographed is Lawrence Radford presenting to students from St. Joe’s.

Before being introduced to The Grove Nursing Home Adult Day Program, 68 year old Ben* had nowhere to turn. His wife, Diane, had been battling Parkinson’s disease for over 20 years and had recently developed Dementia. As her mind and body continued to deteriorate, her condition completely consumed both of their lives.

Taking care of Diane became a full time job. Ben found that he was so focused on his wife that he wasn’t able to take care of the other needs in his life. Work began to pile up and he found that his mood had worsened and his temper was getting shorter and shorter. He knew that it was time to reach out for help.

Diane now attends The Grove daytime program three days a week. From 10 until 3, she is able to make friends and utilize her social skills while taking part in a suite of fun and interactive activities. Ben has really noticed a change in his wife as he has begun to see her bubbly personality again.

Ben has also been able to reap the benefits of this experience. With five extra hours in the day, he is able to accomplish so much more. He can go shopping, visit family, and even get some extra sleep. He is able to do things for himself that he hasn’t been able to do in years. With this break in the day, Ben is now able to enjoy the time that he does get with his wife. The experience has drastically improved their relationship.

Ben says that without the help of the supportive staff and volunteers at the Grove, he wouldn’t be able to function and that he wouldn’t be able to go on. This program allows the couple to continue living together in their home, and that is the greatest gift that they could ask for.

Credit: Courtney Burnett
CEO and Board Chair Report

At Arnprior Regional Health change is now a constant within our transforming organization. Over the past few years our health care organization has grown and evolved to respond to our expanding and aging community. We have been fortunate to receive additional government funding to allow us to ensure more residents of our community receive care within our community as we remain focused on ensuring they receive the right care, at the right time, in the right place.

Improving access to services at Arnprior Regional Health has been done in tandem with achieving higher levels of patient, resident and client experience ratings and improved quality of care outcomes. Our team has focused on enhancing our skills, changing our structures and building a strong culture. The Board of Directors approved 14 strategic goals for 2013/14 which prioritized our efforts towards achieving our vision of being recognized for exemplary care. Our related targets for these goals were stretch targets, requiring our organization to achieve results not previously achieved. We are proud to report that we achieved 79% of the goals.

Arnprior Regional Health is one of Ontario’s first integrated health service corporations providing services across the continuum of care. Our hospital, nursing home, adult day program and community based assisted living services, which are all under the umbrella of Arnprior Regional Health, are well positioned to lead and champion Ministry of Health transformation initiatives such as health hubs and health links.

Funding provided by the Ministry of Health to support the long term sustainability of small rural hospitals allowed our corporation to make significant investments in the electronic patient record, the home first program, and a new medication management system. Our changing demographics and our continued focus to have more of our community retain their independence at home, helped us secure additional funding from the Champlain Local Health Integration Network to expand our Assisted Living Services and Adult Day Program.

Going forward we are excited to have two new family physicians join our team. In addition, the Board of Directors has completed a strategic review of the future scope of redevelopment for the Grove Nursing Home, and has endorsed a vision for a seniors’ health hub.

Achieving our vision cannot be done without further strengthening of our partnerships with organizations such as the Arnprior and District Family Health Team, Partners in Caring, the ARH Auxiliary, and other local health service providers.

This past year the efforts of our Board, Staff, Physicians and Volunteers have been acknowledged with three prestigious awards. First, the Studer Group – Award of Patient Excellence in Patient Care, recognizing our performance in retention of staff; second – Bronze - Quality Healthcare Workplace Award (partnership of the Ontario Hospital Association and the Ministry of Health and Long-Term Care’s Health Force Ontario); and finally – Accreditation Canada – Accredited with Exemplary Status!

In closing, many thanks to our staff, physicians and volunteers for their engagement and commitment. Arnprior Regional Health is proud to provide exemplary care to our community!

Jay Johnston
Chair, Board of Directors

Eric Hanna
President/CEO

Chief of Staff Report

We have had a very successful year at ARH, achieving 4 of our 5 quality goals. We are very proud of this achievement. Over the past year we have worked collaboratively with our partners to ensure that we are providing the right care in the right setting at the right time.

This past year, we have continued our work with the Family Health Team as we have seen the benefits for our patients who suffer from COPD and who have had fewer readmissions as a result of the Post Discharge COPD program. Patients are referred to this program after they are discharged home and the program provides education on medication usage, energy conservation and healthy exercises. Patients have an action plan that also assists them to know when they need to seek medical assistance before they get into a medical crisis.

We are currently working on an integrated CHF program with the Family Health Team that will again ensure that these patients have access to education to allow them to self-manage their chronic diseases with the support of their family physicians and family health team. Education starts in the hospital setting but transitions to the Family Health Team when the patients are discharged.

Another successful project was the Home First Project which is a partnership with the Community Care Access Center. Home First aims to support patients to return home on discharge prior to assessment for and/or admission to a Long Term Care (LTC) home or other appropriate care setting.

Home First requires a focus on providing the right care, at the right time, in the right setting and at the right cost to ensure successful transition back to the home/community setting. It requires the adoption of a cultural change in health care organizations and a transformational shift within all health sectors from the traditional approach to care delivery for high needs seniors in our hospitals and communities.

We look forward to achieving the goals set forward for us in the upcoming year and are reassured by our current progress that we will achieve these goals.
A lot of changes have taken place on the PIC board this year. While we are a relatively young board we have managed to make great strides.

We are proud to say we have raised over $350,000 in 2013-2014. Signature events like the Tree Lighting Ceremony and A Knight in the Maritimes have not only increased the fundraising dollars but have also created an awareness of PIC in the community. We are building traction with our name and our brand. Donations, third party events, in kind donations and now the Heart of Gold Club (Monthly Giving Program) have all helped increase the revenues of PIC. The Grateful Patient Program is the next element of our fundraising program and will be released over the summer.

The success of our year would not be possible without the support of our community and the successful partnerships we have made over the years. The Tree Lighting Campaign grows each year and raised $23,000 in 2013. We honored a great community minded family, the Robillards last year, and had them flick the switch to light the trees.

We continue to encourage third party events (events run by you in support of us). Some of the third party events this past year were: Jim’s Restaurant Calendar Sales, Canada Day BBQ at East Side Mario’s, Danby Garden Tours, Ladies Shopping Event, Kinburn Seniors, Oktoberfest – Madawaska Golf Course, No Frills Smile Campaign, Tim Hortons Cookie Campaign, The Pakenham and Civitan Club Golf Day, Knights of Columbus and the Legion Euchre Tournament, the McLellan Golf Tournament and many more. Thank you!

In addition to purchasing several pieces of equipment last year (Baby Scale for Emergency Department, a lift at the Grove, 5 pain pumps, monitors for PACS in ER and PACS Workstation, two beds), Partners in Caring also continues to fund a bursary program in order to keep the best and brightest at ARH and continue to provide exemplary care.

The Auxiliary and the PIC board have established a memorandum of understanding based on mutual respect. This has created a great relationship with another like-minded organization sharing and supporting each other for a common goal.

Thank you to all the board members for your many volunteer hours you gave in forwarding our mission and making this a fundraising board I am very proud to be a part of. I look forward to working towards achieving new goals in my final year as chair.

Yours Truly,
Lori Van Wyk
Chair, Partners in Caring

Unexpected Deliveries

Dr. Rachel Delong, RN’s Jen Crete and Lisa Philips are photographed with parents Shelley and Dan Albert and their daughter Julia. The Albert’s made a quick pitstop at ARH just in time to welcome daughter Julia. She is the first baby born in the emergency department since 2003. “The baby delivery went wonderfully, everybody worked well together and put the patient and husband at ease, despite perhaps being a little out of our comfort zones. It was a very exciting and positive experience” said Dr. Delong.

A Supportive Community

In 2013, the community came out in full force to three Partners in Caring events. In May we hosted A Knight in the Maritimes with our partners the Knights of Columbus.

In September the local banks helped us with Mardi Bra. December was our Annual Tree Lighting Ceremony. Through community support and attendance over $65,000 was raised through these events. Thank you.

Bikers Helping Out

The Old Bastard’s Motorcycle Club present to some of the nursing staff a $500 cheque for Partners in Caring. Old Bastards are: Owen and Helen Bird, Garry Anderson, Don Murack, Ron Boulanger, Harry St. Michael, and Jeff Banfield. Nursing staff photographed are: Amanda Lushman RPN, Megan Lavalee RPN, Rebecca Turcotte RN, Jordan Foy RPN, Nicole Lyon RN, and Louise Jamieson RPN. And just how did they get such an unusual name? The original club was based in a garage in historic Bastard and Burgess Township at Delta, Ontario.
A Busy Year for Auxiliary Volunteers

Another year has flown by for The Auxiliary! There currently are 200 members who recorded 16244.5 volunteer hours in the past year. The Opportunity Shop on John Street continues to be our largest fund raiser with sales up 13% this past year. The shop contributes to the wellbeing of the community by providing clothing and household items at an affordable price. Last year the front of the shop received a facelift – new carpets, racking and fresh paint. There are regular special events such as quilt, art and purse auctions which generate higher revenues and a real buzz on John Street. The window dressing at the shop is an exciting addition to the landscape.

The Auxiliary Gift Shop is located on the ground floor of the hospital near the Diagnostic Imaging Department with approximately 30 volunteers. It offers seasonal gift items, confectionary and now ‘healthy eating’ snack options. Used books are a big draw at the gift shop bringing in the customers, raising funds and recycling in the community. Another source of fundraising dollars is the HELPP lottery. This is the break open tickets at the Giant Tiger on Elgin Street.

In addition to fundraising, these men and women help at Arnprior Regional Health. Our volunteers porter patients in the hospital, greet visitors & patients at B Entrance while encouraging all to observe good hand hygiene practice. The Activity volunteers, in Continuing Complex Care, make & serve home style breakfast and Dairy Queen treats while also helping with different activities and special events. The sewing committee repairs linens, remanufactures used materials, and makes comfort pillows for palliative care, hats for cancer patients and specialty items on request. Volunteers help with both the resident activity program and The Adult Day Program at the Grove Nursing Home. They help serve meals at special events and during the summer they serve ice cream and toppings donated by our local Arnprior Dairy Queen. The volunteers assist with church services, manicures, bible study, pet visiting, wheeling residents to activities, lunch and shopping outings, bingo, musical entertainment and birthday parties. Volunteers contribute greatly to the wellbeing of the residents and provide a community connection to the world outside of the Grove. Volunteers also assist in the Palliative Care Program at both locations.

This past year, The Auxiliary contributed $100,000 towards the McKesson Pac-Med Automated Pharmacy Dispensing System. The Auxiliary also contributed $2500 to Partners-in-Caring and $1693 to The Grove for a new audio system and some soft furnishings.

For details on how YOU can organize an event for the Partners in Caring, please contact Wendy Knechtel at 613-623-7962 x293 or wknechtel@arnpriorhealth.ca

New volunteers are welcomed in every activity of The Auxiliary.