

MESSAGE FROM CATHY JORDAN, BOARD CHAIR, AND LEAH LEVESQUE, PRESIDENT AND CEO

We are in the middle of a health human resources crisis, and over this last year, we have been determined to prevent service disruptions. We have had some notable success implementing innovative solutions that allowed a long run of uninterrupted care in our Emergency Department, Inpatient Unit, and the opportunity to expand our Surgical Services and reach full occupancy of the 96-bed Grove.

Unfortunately, in May 2023, we made the difficult but necessary decision to close the ED temporarily on two occasions, each time for 12 hours. We're working urgently to avoid this from happening again by increasing support from community paramedics, continuing with active recruitment for RNs in the Emergency Department, and building a supportive work environment to retain team members.

Through the staffing challenges, we have prioritized our people and our partnerships to deliver innovative solutions. We have reflected this approach in our new 2023-26 Strategic Plan guided by our new Vision – Creating a thriving community together and supported by five pillars: Person-Centred Care, Our People, Our Infrastructure, Our Partners, and Financial Stewardship. In this year's Report to our Community, we're thrilled to share a snapshot of how these pillars are moving us forward to enhance quality care and services for our community.

Sincerely,



Cathy Jordan,
Board Chair



Leah Levesque,
President & CEO



2022-23 AT A GLANCE

- Accredited with Exemplary Standing from Accreditation Canada for achieving the highest quality care and safety standards.
- Bridging Program supported 3 RPN staff members to pursue their RN designation.
- The Mammography Unit earned accreditation for meeting the highest care and service delivery standards.
- The Grove opened its final Resident Home Area increasing capacity from the former Grove by 60%.
- Planning, design, and municipal and provincial approvals are underway for The Grove expansion, which will add 32 new long-term care beds (for a total of 128 beds) and a Community Program Wing at the site of the old Grove.



» PATIENT-CENTRED CARE RNAO SELECTS THE GROVE AS BEST PRACTICE SPOTLIGHT ORGANIZATION PRE-DESIGNATE

The Registered Nurses' Association of Ontario (RNAO) confirmed The Grove Long-Term Care Home as a Best Practice Spotlight Organization (BPSO) – Long-Term Care pre-designate. This three-year partnership with RNAO will give The Grove the support and education necessary to implement an evidence-based practice culture and achieve designation.

"The BPSO pre-designation is an honour and speaks to The Grove's commitment to our community to deliver quality care and explore ways to improve residents' and families' experiences," said Leah Levesque, President, and CEO, Arnprior Regional Health (ARH). "This partnership with RNAO will connect our Grove team members with a long-term care network of experts, educators, and peers that will enhance our care and services."

The Grove formally launched its BPSO project on April 13, 2023. The team's best practice guidelines are:

- Person and Family-Centred Care
- Fall Prevention and Reduction
- Delirium, Dementia, and Depression

"We chose these particular guidelines based on input from our team members, residents, and their families to focus on growth and professional development that best supports our residents, their families, and our staff," explained Janice Dunn, VP, Long-Term Care and Seniors' Care, ARH. "They also build on previous and current efforts to reduce falls and depression, and to strengthen person and family-centred care – aligning well with our organizational strategic directions and goals."

» OUR PEOPLE DEVELOPING OUR FUTURE LEADERS

With a commitment to invest and grow leaders from within, ARH launched the Emerging Leaders Program with the first cohort graduating in December 2022, followed by the next cohort of emerging leaders starting in April 2023.

The Emerging Leader Program helps identify future leaders and provide formal training and support so the organization can invest in and retain leadership talent. Facilitated by external learning and development experts, participants work through asynchronous course work, go-try-it exercises, and monthly meetings that facilitate discussion and practice presenting to a group.

Sarah Lacasse, a 2022 Emerging Leaders Graduate, recently moved into a manager role in the Finance Department, and she recognizes the impact of ARH’s professional development support since starting at the organization in 2010.

“With ARH’s support over the years, I have received The Employee Bursary Fund to assist with continuing education, and, most recently, I graduated from the Emerging Leaders Program that helped me develop new leadership skills I am building on in my new manager position.”



» OUR PARTNERS NEW TRANSITIONS IN CARE PROGRAMS

ARH has introduced two new collaborative programs to improve transitions in care for individuals with chronic obstructive pulmonary disease (COPD) and type 2 diabetes.

COPD Transitions in Care Program

The Inpatient Unit (IPU) partnered with the Arnprior & District Family Health Team (ADFHT) and the Ottawa West Four Rivers OHT to help admitted patients with COPD diagnoses transition seamlessly to community-based care for improved outcomes. The IPU supports eligible patients using standardized clinical education pathways, dedicated medication reviews, and referrals to community programs (e.g., the ADFHT's Cardiopulmonary Rehab Program) before discharge.

Newly Diagnosed Type 2 Diabetes Transitions in Care Program

The Emergency Department (ED) team has partnered with ADFHT and the Evidence 2 Practice Ontario Program to enhance the self-management and care of eligible ED patients with prediabetes or type 2 diabetes. The program supports ED clinicians with quality standards and easy-to-use tools. Newly diagnosed type 2 diabetes patients who meet the criteria will receive best practice information and timely referrals to the appropriate regional diabetes programs (e.g., ADFHT). This new initiative aims to improve outcomes, potentially reduce avoidable ED visits, and enhance coordinated care between primary care and acute care.

» OUR INFRASTRUCTURE CT SCANNER WILL IMPROVE ACCESS TO DIAGNOSTICS

The Ministry of Health approved ARH for a major clinical expansion with the addition of Computerized Tomography (CT) Scan Services, which will boost the community’s access to life-saving diagnostic imaging.

Currently, ARH refers patients who need more detailed imaging via CT scans to either Renfrew Victoria Hospital or Queensway Carleton Hospital, which can often involve nursing support for the out-of-town hospital visit. More than 160 ARH patients are referred out for a CT scan annually. Additionally, local family physicians are estimated to refer more than 3,000 patients per year for a CT scan requiring travel outside their community.

“Bringing CT Scan Services to the community will benefit our patients’ health and offer us a greater edge as we continue recruiting physicians to our community,” explained Leah Levesque, President and CEO, ARH.

ARH has initiated the procurement process for the physical CT scanner and begun working on the space design to accommodate the new technology. The targeted completion timeline is early 2025. The estimated total cost of the CT Scan Project is \$1,800,000, which will be 100 percent funded through the launch of a community fundraising campaign.

» FINANCIAL STEWARDSHIP SURGICAL SERVICES EXPANSION

ARH marked the first anniversary of its collaborative Total Knee Surgery Program with Queensway Carleton Hospital (QCH), which has built regional capacity, reduced wait times, and increased revenue generation.

“There have been significant wins from introducing the Total Knee Surgery collaboration with QCH, and it’s proven to be an important financial stewardship strategy for ARH to expand revenue opportunities,” said Jeff Letourneau, VP, Finance and Support Services, CFO, ARH. “Our Surgical Services has additional capacity for further expansion, and our leadership is actively exploring new collaborations in the region that will strategically address the wait time issue and generate revenue for our operations.”

Through the Total Knee Surgery Program, QCH surgeons come to ARH to perform additional surgeries with the ARH anesthetists, nurses, and allied health professionals. At the one-year mark, the collaborative model has resulted in an additional 287 cases – 30% more total knee surgeries than would have been accomplished without this new program.

» OUR CARE PARTNERS THE FOUNDATION

In 2022-23, The Arnprior Regional Health Foundation returned to hosting its beloved events in person, allowing the team to build on previous successes, thank their loyal supporters personally and have some fun doing it!

Because of the community's healthcare heroes, wonderful business partners, and supporters of great health care close to home, The Foundation supported the purchase of **19 Vital Signs Machines**, a **new Stress Test Machine**, as well as various pieces of life-saving equipment.

THE AUXILIARY

The Auxiliary enjoyed a successful year with the support of approximately 146 active volunteers, **contributing over 15,000 hours**. The Sewing Team repaired over 2,000 items for the Hospital. The Grove Team assisted residents with day-to-day needs as well as music therapy, entertainment, retail therapy, the soothing calmness of a dog, or a rousing game of cards. The Hospital Team folded gowns, restocked shelves, and assisted patients with non-medical needs. Finally, through the combined sales at The Opportunity Shop and Gift Shop, **The Auxiliary donated \$270,000** to life-saving equipment at the Hospital and Grove.