



2019-2020
ANNUAL REPORT:
MOTIVATED, ENGAGED, INSPIRED



Perth and
Smiths Falls
District Hospital



Patients and Families
THE Heart of Care

www.psfhdh.on.ca

Board of Directors 2019/20

as of March 31st, 2020

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Vice Chair – Gardner Church
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Secretary – Dr. Barry Guppy
Chief of Staff – Dr. Kate Stolee

Message from the Chair

It is an honour for me to reflect on 2019-20, a year like no other as the COVID-19 pandemic quickly changed the focus of PSFDH from planning for the future under the direction of our new CEO, Dr. Guppy, to preparing for, and responding to, time critical COVID-19 related issues and finally, in a measured way, moving forward with an altered lens. As the individuals who shape and have shaped this hospital — the senior leadership team, management group, staff and physicians— engaged actively in developing a course of action, they kept an eye to the future, while targeting the exemplary standard of quality and safety to ensure exceptional care and patient experience that is identified with PSFDH.

Respectfully,

“Donna Howard”

Chair, Board of Directors

“The pride that I share with my fellow Board members in this hospital has been magnified over the latest period beginning in March.” Donna Howard, Chair



Message from the President & CEO

The Perth and Smiths Falls District Hospital (PSFDH) has had another successful year in advancing our vision of providing high quality patient and family-centered care.

As part of looking to the future, the PSFDH began 2019/20 with great excitement and optimism and looked to our full participation in the Government of Ontario's health system transformation agenda and future opportunities to strengthen and grow the various hospital services that we provide to our community.

For the seventh consecutive year, the PSFDH has achieved a balanced budget in a challenging environment and the PSFDH remains a highly efficient hospital. In addition, of the 28 priority areas identified for improvement, the hospital was able to either fully achieve, surpass or make major progress in over 85% of our goals. This has only been made possible by the truly amazing commitment of our Board, management, staff, physicians and volunteers.

In March 2020, the COVID-19 pandemic developed. Most of us have never lived through a period of such upheaval. Since March 19th, PSFDH like all other hospitals experienced an unprecedented disruption in its usual operations. It is with great pride that I reflect on the incredible dedication and professionalism that has brought the entire PSFDH team together in successfully managing this difficult situation. Our team has been profoundly affected and strengthened by the outpouring of support and generosity from our entire community.

In the midst of the COVID-19 pandemic, the PSFDH experienced its 25th birthday. It was 25 years ago on March 31st when the PSFDH was created following the amalgamation of the Smiths Falls Community Hospital and the Great War Memorial Hospital. Despite the limitations in celebrating the occasion, it represents an important milestone in the growth of our local hospital made possible only by the community, our dedicated Foundations and volunteer auxiliaries, and the entire PSFDH family.

Thank you for your ongoing support!

Respectfully,
"Dr. Barry Guppy"
President & CEO

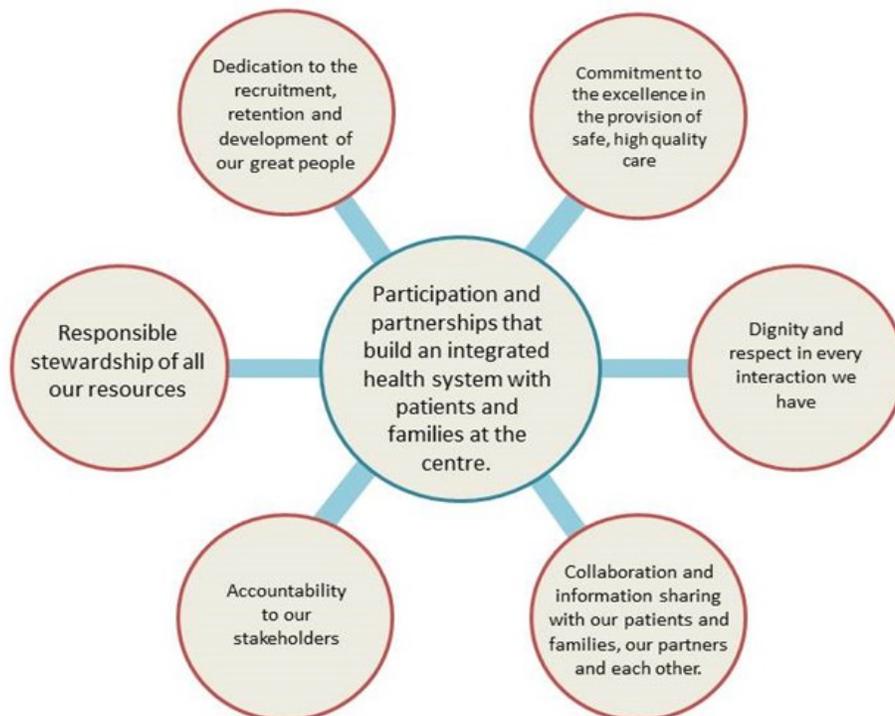
What Guides Us?

*O*ur Strategic Plan, (2018-2021), provides a three year vision of the critical achievements we will strive towards through *engagement, motivation and inspiration*. The attainment of our strategic goals will position the organization to further center care with patients and families, partner and engage with all of our stakeholders effectively and will also build upon an organizational foundation of stability and sustainability.

Mission: *Providing high quality patient- and family-centered care built on collaboration and partnerships*

Vision: *Exceptional care and patient experience
Every Patient - Every Time*

Values: *Enabling an environment where there is:*



Looking forward...

Through the last couple of years, the 2018-21 strategic plan anchored our decision-making process. While the initial phases of a renewal of the plan were underway, in March the hospital decided to extend the existing plan until 2022 so that the important stepping stones in the development of a strategic plan including the appropriate stakeholder engagement, analysis and involvement of PSFDH's leadership, management, staff and physicians, towards a fulsome plan could be undertaken. This was particularly relevant given the COVID-19 experience, which more fully occupied the hospital's human resources and unveiled new challenges requiring attention in the future.

We will continue to focus on:

- ✓ Patient and Family Experience
- ✓ Quality and Safety
- ✓ Sustainability
- ✓ Engagement





COVID-19 Snapshot in 2019/20

Protecting Our Community, Staff and Physicians

- ✓ Enhanced cleaning of all areas in hospital
- ✓ Applied social distancing markers at all entry points and in high traffic areas
- ✓ Universal use of masks for visitors, patients, staff and physicians
- ✓ Visitor restrictions to ensure the safety of all patients and staff
- ✓ Daily information updates to all staff and physicians to ensure that all Ministry directives and measures were implemented



COVID-19 Assessment Centre

- ✓ Assessment Centre opened on March 24th, 2020
- ✓ Staffed by 1-2 nurses, and a Physician or Nurse Practitioner
- ✓ By March 31st:
 - ✓ Number of Assessments: 140 patients
 - ✓ Number of Nasopharyngeal Tests: 123 swabs
 - ✓ Total hours: 80 hours (i.e. 8 days x 10 hours)

Hospital Entry Screening Desks

- ✓ Single point of entry implemented at both sites on March 13, 2020
- ✓ By March 31st:
 - ✓ Rigorous screening for all persons entering the hospital buildings
 - ✓ Hours of coverage: 432 hours (i.e. 18 days x 24 hrs/day)



Quality & Safety Measures

The PSFDH is very proud of the many quality improvement initiatives that have been accomplished over 2019/20. Our Patient and Family Advisory Council continue to be an integrated part of our organization and contribute to the success of our quality improvement strategies. This engagement ensures a commitment to our patients and families as we continue to work with health care providers to ensure that our patient and family centered care journey increases patient safety and the delivery of high quality health care services.

✓ **Did you receive enough information from hospital staff about what to do if you were worried about your condition or treatment after you left the hospital?**

PSFDH successfully maintained well above 80% satisfaction levels with the implementation of specific strategies.

✓ **Percentage of patients discharged from hospital for which discharge summaries are delivered to Primary Care Providers within 48 hours of discharge.**

PSFDH successfully maintained over a 95% success rate each quarter

✓ **Percentage of complaints acknowledged within 5 business days.**

PSFDH successfully implemented quality improvement strategies to achieve our goal which resulted in 100% of all complaints acknowledged within 5 business days.

PSFDH Fast Facts 2019/20

Admissions = 3643

Births = 286

Laboratory Tests = 222,598

ER Visits = 44,295

Operating Room Procedures = 4784

In-Patient Days = 29,636

Out Patient Visits = 124,299

Pharmacy Prescriptions = 51,188

Outpatient Physiotherapy = 6051

Dialysis Visits = 5,104

Patient & Family Experience

The way patients and families view their care may be different from that of the healthcare provider. This perception has been recognized as being key to providing safe, quality patient care. By bringing the perspectives of patients and families directly into the planning, delivery, and the evaluation of their own health care, in partnership with their health care providers, we can improve its quality and safety. The evidence is clear that when health care administrators, providers, and patients and families work in partnership, the quality and safety of health care rises, providers and patients satisfaction increases and costs decrease.

The Patient and Family Advisory Council (PFAC) is a group of dedicated community members and staff who work in an advisory capacity to better identify and integrate the patient perspective in its planning and activities. The committee identifies current and future opportunities to improve the care experience for our patients, family and caregivers at the clinical, program and policy level. PFAC also attempts to identify and integrate the patient perspective throughout the patient's journey.

It has members on the majority of hospital committees and has voting members on three Board Committees.

- ✓ In 2019/20, PFAC reviewed patient discharge and information sheets for the Operating, Emergency and Diagnostic Imaging departments for clarity, uniformity and ease of understanding.
- ✓ PFAC also reviewed hospital signage, public communications and relevant hospital policies.
- ✓ Listened to patient stories for their insight on the positive and sometimes negative aspects of their visit or admission to our hospital. This is done to enhance the patient experience.

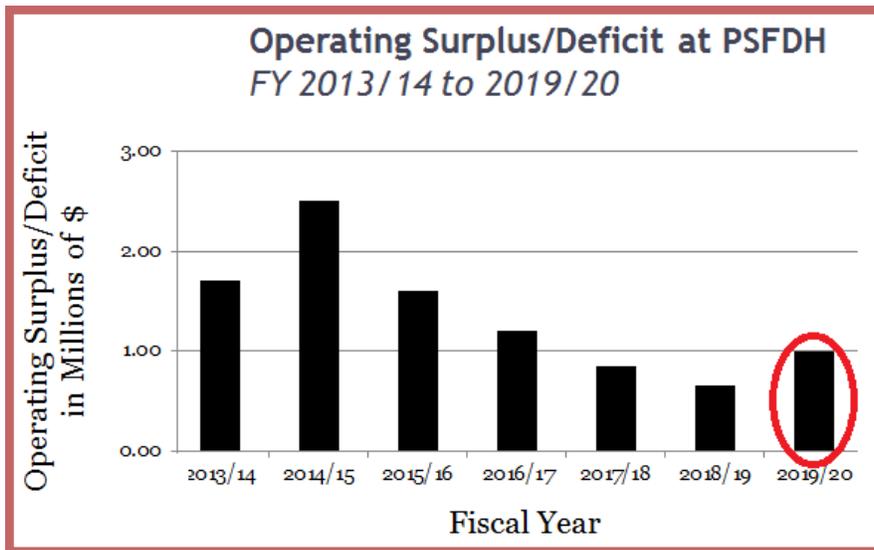
“Patients and families give us feedback on their experience, helping us to continuously improve—some participate as members of our Patient & Family Advisory Council and some actively contribute to the Board of Directors, grounding the Board’s perspective in what really matters.”

Sustainability—Financial

For the 7th consecutive year, the Perth and Smiths Falls District Hospital has had a balanced operating budget allowing any surplus funds to be directed to paying down long term debt and supporting the purchase of capital medical equipment.

Since the performance improvement plan was first undertaken in 2011 at the PSFDH, the hospital has successfully reduced its debt from a high point of \$15.7 million March 2014 to a debt level of \$7.2 million as noted at the end of the fiscal year (i.e. March 31, 2020.)

Through 2019-20, the hospital continued to work closely with the Ontario Hospital Association and the Medium-Sized Hospital Council to advocate with the Ministry of Health for improvements in the funding formula for medium-sized hospitals.



Overview of PSFDH Finances 2019/20

Revenues	(\$ Million)	Expenses	(\$ Million)
Hospital Operating Revenue	\$56.7	Hospital Operating Expense	\$55.7
Ministry of Health Funding	45.2	Wages & Benefits	33.7
OHIP/Patient Revenue	8.3	Supplies & Other Expenses	9.1
Recoveries & Miscellaneous	3.2	Medical Staff Remuneration	6.9
		Drugs/Medical/Surgical Supplies	4.1
		Amortization of Equipment	1.9
		Hospital Operating Surplus	\$1.0

Sustainability — Capital Equipment and Technology

In addition to funds needed for the daily operation of the hospital, funds are also needed to support the purchase of medical equipment and technology. These capital funds are not provided by the province of Ontario but are raised from the community with the support of the hospital Foundations and volunteer auxiliaries.

Where the hospital is able to generate surplus funds from operations, these may be used to help support the purchase of capital equipment and technology. However, the hospital has had a longstanding shortfall of available cash (i.e. working capital) that limits the hospital's ability to more fully support capital needs. In 2019/20, this working capital deficit was over \$7M.

The Perth and Smiths Falls District Hospital recently completed a 10 year projection of its capital needs and associated costs in order to meet the needs of our changing community. In addition to the ongoing annual needs for medical and other equipment used by our team, the capital plan includes a significant investment for an integrated hospital information system (HIS) and the acquisition of an Magnetic Resonance Imaging unit. The projected need for capital funds at the PSFDH indicates that the hospital required approximately \$3 million annually to fund these capital needs.

In response to the need, the PSFDH created a program in 2018 to build public support and increase awareness regarding the core capital needs for the hospital. Recognizing that the hospital's catchment area extends beyond Perth and Smiths Falls, the Core Capital Program initially focussed on general public awareness and education, then to include a municipal focus.

In 2019/20, Lanark County, the Town of Perth, the Town of Smiths Falls, and Tay Valley Township provided contributions to support the capital equipment needs of the hospital. The Township of Rideau Lakes made a multi-year commitment beginning in 2020/21. The PSFDH appreciates the partnership of these municipalities and their recognition of the importance to their citizens of a local well-provisioned hospital.

The PSFDH is very grateful for both the generosity of the community, and the support of our local municipalities in helping us ensure that our health care professionals have the equipment needed to provide high-quality patient and family-centered care.

Capital Alliance Initiative

In addition to the Core Capital Program, leaders from the Perth and Smiths Falls District Hospital, the Smiths Falls Community Hospital Foundation, and the Great War Memorial Hospital of Perth District Foundation formed the Capital Alliance in 2018.

The Capital Alliance was created to develop and align strategies to increase public donations to support the hospital's core capital needs with the goal to double current fundraising. The ultimate goal of the Capital Alliance is to raise a total of \$30 million for PSFDH over the next 10 years for capital projects.

The Capital Alliance reports to each of the respective Foundation and Hospital Boards of Directors.

Infrastructure — Physical Plant

Hospitals are responsible for planning infrastructure renewal activities to ensure that their facilities are in a good state of repair. While hospitals are required to support the costs of infrastructure renewal, the Ministry of Health has also developed the Hospital Infrastructure Renewal Fund (HIRF) to supplement a hospital's existing renewal program and to help address renewal needs on a priority basis.

In the 2019/20 year, the PSFDH completed two HIRF funded projects. The first project was the replacement of the Main Entrance doors at the GWM Perth site. This project's main objectives were to provide better accessibility to the public, increased energy efficiency and safety of all that use this entrance.

The next major project was the design, and fabrication of a compliant medication room in the Smiths Falls Emergency Department. This project's objectives were to meet the National Association of Pharmacy Regulatory Authorities (NAPRA) standards, increase medication security and safety for staff when dispensing medications.

Each of the above projects were approximately \$100,000 to complete.

Hospital Information System

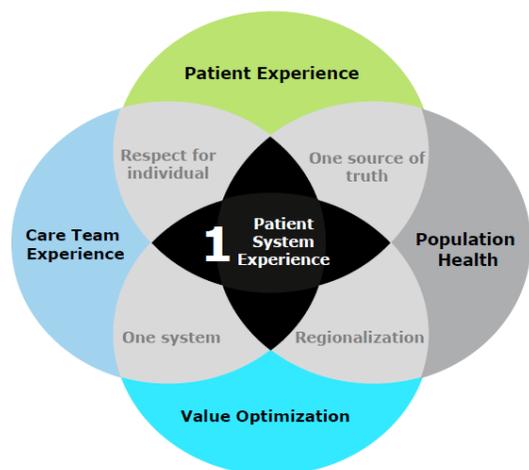
The six hospitals of the South East region are working as partners to implement a regional Hospital Information System (HIS). The regional HIS will create one source of patient health information, and help standardize the processes hospitals use to coordinate safe, high-quality care for patients and families in southeastern Ontario.

The six hospital organizations partnering to implement a regional HIS are: Brockville General Hospital, Kingston Health Sciences Centre, Lennox and Addington County General Hospital, Perth & Smiths Falls District Hospital, Providence Care, and Quinte Health Care.

Patients have worked alongside health care providers from the six hospital corporations to develop the proposal, and they will continue to work together to realize a regional HIS that meets the unique needs of patients in our region.

The current HIS system at the PSFDH is beyond its current life and updating of the system is critical to hospital operations and quality of care. A regional HIS is needed to provide a single source of patient health information which will help care providers better coordinate care for patients and families no matter where in our region their patient journeys take them. It is essential that providers are able to quickly access and share quality patient health information so that providers can make timely medical decisions, and provide care with more accuracy, efficiency and less duplication.

A single, unified information system will allow for smoother transitions in care, resulting in improved patient outcomes and satisfaction.



Our People

The strength of the Perth and Smiths Falls District Hospital is our People. Staff and physicians at PSFDH have embraced our vision of patient and family-centered care and aspire to deliver on our vision of “*Exceptional care and patient experience Every Patient - Every Time*”.

PSFDH is supported by 717 highly skilled and dedicated employees, including the employees at the sponsored agencies, Lanark County Mental Health and Lanark County Support Services.

The PSFDH considers healthy staff to be an integral part of the achievement of a healthy organization. A healthy workplace leads to improved satisfaction and morale which in turn can positively contribute to high quality patient and family experience. During 2019/20, the PSFDH engaged staff through a number of learning and wellness activities, including the *Better Safe Than Sorry* program, *Gentle Persuasive Approach* and crisis prevention training.

At the end of 2019/20, the PSFDH was impacted by the COVID-19 pandemic which resulted in significant disruption to our usual operations. Our management, staff and physicians rose to this challenge and through their unparalleled dedication and professionalism, managed these difficult circumstances.

PSFDH Human Resources Fast Facts 2019/20

- ✓ 717 staff (including 113 sponsored agency staff members)
 - 257 full time staff
 - 231 part time staff
 - 229 casual staff
- ✓ 62 new employees
- ✓ 12 retirements
- ✓ 253 Medical Staff
 - 40 active physicians
 - 213 other affiliated physicians

Our Professional Staff

It is true that nothing ever happens in isolation and that has been evident during the last 12 months. The professional staff of PSFDH continues to work closely with the senior leadership team and Board of Directors to advance the clinical and medical priorities in support of enhanced quality patient care. It begins with the drive to continually improve quality and care provided to the patient.

Our collaborative efforts have been positive and resulted in PSFDH being involved in a number of initiatives that support the patient journey.

Clinical Partnerships:

In response to a shortage of primary care practitioners in our area, we partnered with the Rideau Community Health Centre and the Ontario based Virtual Family Medicine Network to establish a Virtual Care Clinic in Smiths Falls. Patients who found themselves without a primary care practitioner were linked with a Family Doctor virtually to receive ongoing care.

In February of this year, we completed a transfer of some of our Microbiology services to Kingston Health Sciences Centre. This has resulted in a quicker turnaround time for our results which helps enormously with patient care.

Physician Recruitment

We have continued our recruitment efforts over the past year. Our team includes our physicians, our dedicated physician recruiter, our community stakeholders, ERMEP (Eastern Region Medical Education Program), and the newly formed Perth and Smiths Falls Health Human Resource Collaborative.

We continue to strengthen our relationship with Ontario Medical Schools bringing medical learners to our hospital and our communities so they can experience firsthand the wonderful opportunities of practicing medicine in a rural setting. This relationship has been one of the most successful recruitment tools as many of the learners will return to the area to open a practice

We have had a successful year: 2019/20 saw the recruitment of a total 12 physicians and specialists supporting many areas and departments of our hospital and communities.



Our Sponsored Agencies



2019-2020 was a remarkable year dedicated to addressing long wait lists, expediting client service, and expanding our capacity to deliver evidenced-informed mental health care in our community. Lanark County Mental Health developed and enhanced new services supporting client wellbeing and recovery.

As a result of new funding, the organization expanded counselling and support programs for survivors of domestic violence and sexual abuse, and initiated a new Male Sexual Abuse Program. The agency also opened a Walk-in Counselling Clinic in Carleton Place, the first of its kind for adults in Lanark County.

LCMH implemented a number of system improvements and were successful in reducing wait times across all programs. In particular, the organization sought to develop programs and enhance services that could address increasing demand, and more quickly connect people with the resources that meet their needs.

Through the strength of LCMH staff and the implemented systems, LCMH was able to quickly transition to virtual care. While LCMH staff continued to provide essential or emergent face-to-face services where required, all staff were provided training in virtual (video-based and tele-counselling) services; They made a seamless shift to providing remote services through a secure online platform, in order to provide continued support to clients and their families during this time of heightened stress and uncertainty.



Lanark County Support Services (LCSS) offers a wide range of supports and services to youth and adults with developmental disabilities. These services require thoughtful planning with an individual and her/his support network with a focus on person directed flexible and individualized supports.

In this past year, individuals were assisted in identifying their dreams and goals to then work towards meaningful outcomes, community inclusion and successful futures. Services were provided to 137 individuals in Life Skills, Activity Centre and Transition Support Services.

LCSS continues to operate a social enterprise business, "The Gathering Grounds Café" in the Town of Carleton Place. In 2019, the café was presented the "Big Deal" business award from the Town of Carleton Place Chamber of Commerce.

A deep rooted philosophy at LCSS is to share information and empower individuals, their families and support networks. An opportunity arose to enhance a community partnership and LCSS was able to provide the setting and support for family information events hosted by Family Voice of Lanark County.

LCSS has a strong, compassionate, creative and committed staff core. Staff have supported individuals by promoting independence, cultivating inclusion and providing quality services. Supported individuals have encountered growth, developed skills and built connections. We measure our successes by the successes of the people we support.

Our Volunteers

The PSFDH is also supported by two enthusiastic volunteer auxiliaries, the Smiths Falls Community Hospital Auxiliary and the Great War Memorial Hospital Auxiliary. The two auxiliaries support various projects, programs and services all for the betterment of the patient and family experience at the hospital.

The dedicated group of over 200 volunteers are tireless when it comes to supporting the patients and their families. Throughout 2019/20, our team of volunteers tirelessly supported many aspects of the patient and family experience such as the information desks, gift shops, tea and toast programs, community fundraising events, bake sales...the list goes on!

Volunteers can also be found supporting administrative departments performing clerical functions. Volunteers contribute directly to the quality of life and high standard of care provided to patients by offering support and assistance on the nursing units, day hospital, and palliative care areas.

The close of fiscal 2019/20 saw the onset of the COVID-19 pandemic slowed down many services offered by the auxiliaries but it did not slow down the behind the scenes work. Members continued to coordinate go forward strategies and adapted work and meetings to the virtual environment.

The two auxiliaries and foundations came together to purchase needed equipment identified by the impact of COVID-19. Our hospital is grateful for the steadfast support received from the volunteer auxiliaries.



Our Volunteer Auxiliaries Membership

- ✓ Great War Memorial Hospital Auxiliary = 115
- ✓ Smiths Falls Community Hospital Auxiliary = 107

Our Foundations

Our hospital is fortunate to have the solid support of two dedicated Foundations, Great War Memorial Hospital Foundation and Smiths Falls Community Hospital Foundation, who work hard to generate public awareness and funds for much needed capital equipment. The foundations work with the hospital to coordinate the purchase of necessary items to serve the community.

The mission of both Foundations are aligned and are directed to ensuring that through the use of donated funds, quality health care can be delivered at both sites of the PSFDH. Realization of the mission of both Foundations are only possible through the generous donations of supporters and friends of the hospital.

During the 2019/20 fiscal year, some of the items purchased by our foundations include:

- Anaesthesia Machine/Monitors (4)
- Ultrasound Unit
- Pharmacy Sterile Preparation Room
- Colonoscopes (3)
- FIT Electrosurgery Unit



Pharmacy Sterile Preparation Room



Anaesthesia Machine/Monitors

A Time of Transition—Ontario Health

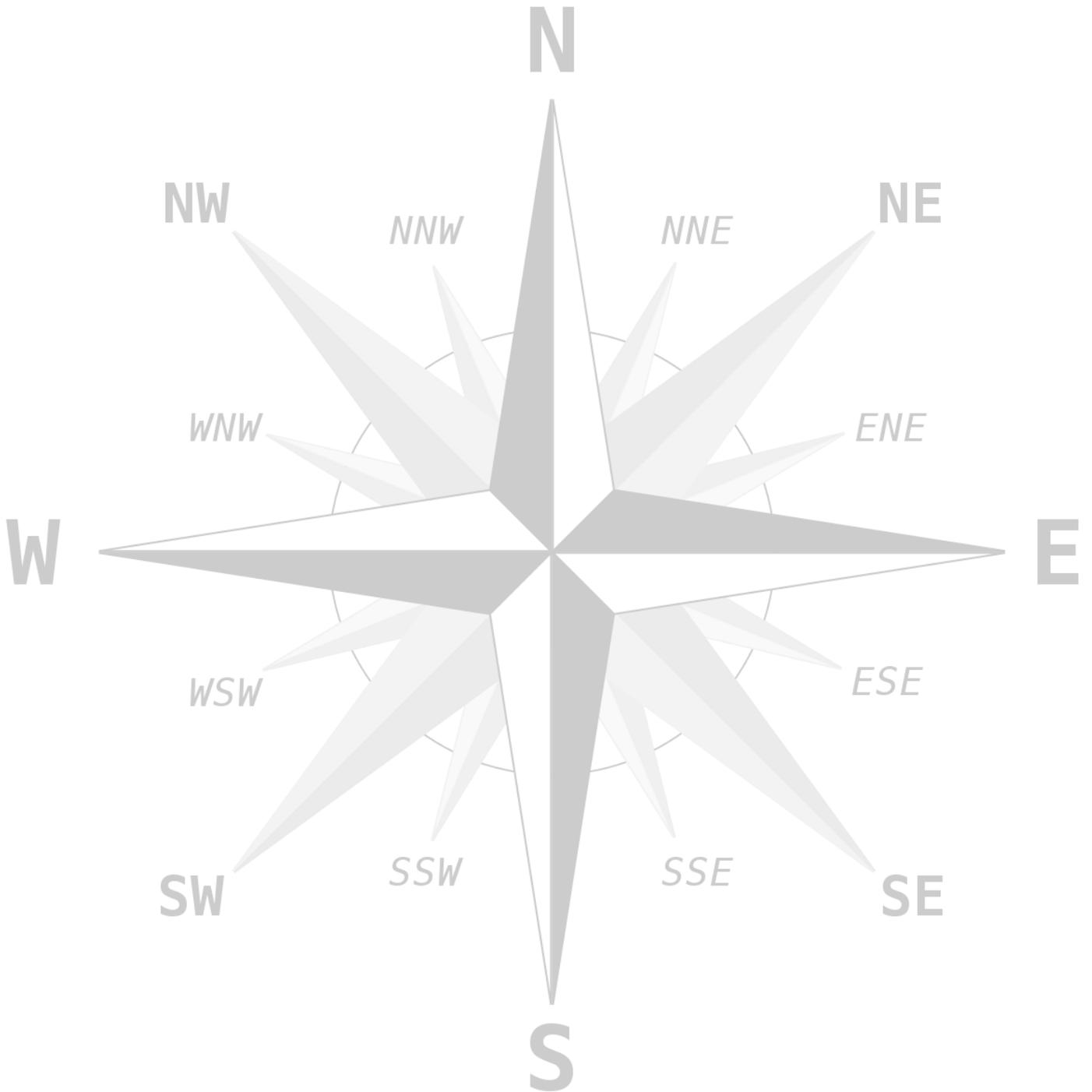
Ontario Health was established in March 2019 which resulted in the transition of several health system organizations including the Local Health Integration Networks. In addition, the Ontario Ministry of Health has launched a health system transformation initiative to further improve local health systems and advance integrated care.

One key component of the health system transformation will be the development of Ontario Health Teams (OHTs). The OHT initiative was launched in early 2019 and has motivated all health care providers to think outside their normal practices. The goal of OHTs is to create integrated local health systems in order to improve the patient experience and increase the quality of care.

OHTs will inspire a new way of organizing and delivering services in local communities. Under OHTs, the health care providers (including hospitals, doctors and home and community care providers) have been working more closely as one coordinated team – no matter where they provide care.

In the last year, the Perth and Smiths Falls District Hospital has been an active participant with two area OHT proposals—Lanark County OHT and the Lanark, Leeds & Grenville OHT proposals.





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