



Annual REPORT

2015 | 2016



QUALITY HEALTHCARE
WORKPLACE AWARD

GOLD
2015

Vision, Mission and Values

Vision

Improving the quality of life through excellence in rural health care delivery



Mission

The Dryden Regional Health Centre, as a partner in the health system, is committed to delivering comprehensive patient and family-centred healthcare through the provision of quality service.



Values

Respect

Having the regard for the feelings, wishes and rights of others.

"Be a reflection of what you would like to see in others."

– Anonymous

Integrity

Being honest, fair and doing the right thing even when no one is looking.

"Real integrity is doing the right thing, knowing that nobody's going to know whether you did it or not."

– Oprah Winfrey

Humility

Having a modest opinion of one's own importance;
not believing you are superior to others.

"Humility is not thinking less of yourself, it's thinking of yourself less."

– C. S. Lewis

Compassion

Committed to understanding an individual's
circumstances with a desire to help.

"No act of kindness, no matter how small, is ever wasted."

– Aesop Fabulist

Accountability

Taking ownership and responsibility for one's actions and decisions.

*"It is not only what we do, but also what we do not do,
for which we are accountable."*

– Moliere, French Playwright

THE **BEST** People THE **BEST** Place to Work
THE **BEST** Facilities & Equipment THE **BEST** Patient Care
THE **BEST** Patient Experience





Governance and Leadership Message

We have now completed the third year of our organization's **"Quest for the Best"** strategy. This strategy has focused and aligned our efforts to achieve goals categorized under five main themes/pillars:

People

**Quality
and
Safety**

**Patient
Experience
(Service)**

**Finance,
Facilities and
Equipment**

**Innovation,
Integration
and Growth**

"Quest for the Best" is about cultural transformation. Our culture is rooted in our organization's mission, vision and values. When the people who work in our organization are connected to purpose, aligned to the organizations' goals, and empowered to use their talents and skills, success and excellent performance is achievable. This is the basic infrastructure for high performance that will enable our organization to thrive and succeed in a complex, rapidly changing environment. The people that we serve are ultimate beneficiaries of this success.

We are pleased to report that significant progress has been made this past year and invite you to read further about our progress, our success, and our unwavering commitment to providing the BEST care to people living in our community and surrounding areas.

We would like to thank all of the staff, medical staff, and volunteers for their dedication and commitment to our patients and families over the past year. We also want to thank our fellow Board members for providing excellent governance and stewardship on behalf of our entire service area.

Respectfully Submitted and Miigwech,



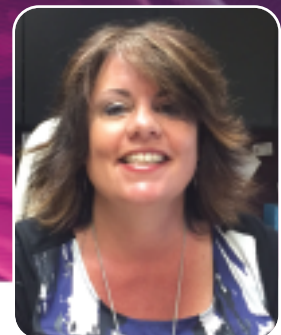
Wade Petranik

Chief Executive Office



Dr. Stephen Viherjoki

Chief of Staff



Sandra Boyko

Chair – Board of Directors



Board of Directors 2015 | 2016



Back Row | Wade Petranik, Robert Bruyere, Karen Seeley, Dr. Stephen Viherjoki, Gwen Johnston

Middle Row | Doreen Armstrong, Judi Green, Seija Van Haesendonck, Cori Brown, Sandra Boyko, Jan Park

Front Row | Dr. David Goulet, Murray Ferguson, Norman Bush

Our People

To promote and advance an exceptional and safe work environment for all

This past year our focus was on the engagement of our people and we were pleased to see improvement in our overall employee and medical staff engagement scores. We are committed to employing tactics and techniques to get feedback from front-line staff, to recognize and celebrate excellent performance, align efforts to organizational goals, and to model and promote our organization's standards of behavior. In November of last year we were again awarded the Gold Level for the Quality Health Care Workplace program at the Ontario Hospital Association.

Overall engagement of staff moved positively from 74.1% in 2015 to 78.37% in 2016

100%

of the Medical staff responded positively to "I am proud to tell others I am a part of the Dryden Regional Health Centre."

89.2%

of staff surveyed rated the hospital as a good/very good place to work

273

Total number of staff

26

Total number of new employees

16

Medical Staff (Physicians)

9

Visiting Specialists (Orthopedics, Rheumatology, Plastic Surgery, Obstetric Gynecology, Endoscopy)

76

Active Volunteers

3

Medical Clerkships

16

Medical Residents hosted

29

Medical, Nursing and Allied Health Professional Student Placements





Respect

Having the regard for the feelings, wishes and rights of others.

Integrity

Being honest, fair and doing the right thing even when no one is looking.



"I was a patient at the Dryden Regional Health Centre for about four weeks and during that time I had many tests, major surgery and had to get used to a whole change in my life.

Being from out of town, your staff and facility proved to be a real haven for me and my family. Everyone was so nice, from the doctors and nurses to the kitchen staff and cleaning staff, the support I received was fantastic. I was very sick and weak and afraid. The staff that cared for me was very gentle, caring and efficient. They were tender changing dressings and doing tests; they held my hand when I was afraid or when I cried. They were very respectful of me and my family. They are worth their weight in gold; there wasn't a one that I didn't look forward to seeing. They work long hours and sometimes look very tired on busy days or nights but they were always cheerful and helpful. They took time to chat to my family and grandchildren; they were great!

Dr. Rabbat took a lot of time to explain to me and my family just what was happening and waited for us to understand and ask questions. During my stay, he saw me every single day at least once and made trips back to speak to my family.

I was very impressed with the people in the physiotherapy and mental health departments also; they treated me very well and were very caring.

I can't say enough about the cleaning staff and the kitchen staff! Even they are important when you are sick and trying to heal and the ones at the Dryden Regional Health Centre were fantastic! The food was very good; a nice variety, hot, homemade and delicious.

I really think you have a facility to be proud of. If I have to go to a hospital, I would love to go back to Dryden Regional Health Centre. Keep up the good work – you are a bright light in the medical profession."

– Anonymous



Quality and Safety

To be recognized as a leader in providing high quality, patient-centred care

Quality care and patient safety remains our number one priority. Over the past year, staff and medical staff have worked very hard on a number of projects and initiatives to advance quality and safety.

We continue to refine and implement standard order sets based on clinical best practice guidelines. Following the Provincial Senior's Friendly Initiative, we are implementing a number of process improvements to make our organization safer for the frail elderly. There is a continued focus on reducing falls by identifying individuals at high risk and implementing a number of preventative tactics to reduce the overall risk.

Our Obstetrics Team has been successful in completing the third year of the three-year certification under the MoreOB program. This program promotes high standards of patient safety and skills in obstetrics. The entire obstetrics team is commended for their leadership and contribution to high quality and safe obstetrical care for our residents.

We are continuing to improve our hand hygiene compliance and have been able to maintain a "zero" hospital acquired infection rate. Our excellent infection control performance continues to be supported by comprehensive housekeeping and cleaning practices.



National Research Corporation Canada - 2014 Top Performer in Ontario for Infection Control	Time waited for knee replacement surgery - 134 days (falling well below the Ministry target of 182 days)
“Would you recommend this hospital (inpatient care) to your friends and family?” from 71.0 to 76.6% in 2015	Time waited for hip replacement surgery - 108 days (falling well below the Ministry target of 182 days)
Medication Reconciliation at Admission: 100%	Time waited for Mental Health counselling - 7.1 days (falling well below the Ministry target of 60 days)
Falls for acute patient per 1000 days moved from 8.78 in June to 4.89 by March 31, 2016	Time waited for Physiotherapy moved from 152.3 days in June to 92.1 days by March 31, 2016
100% of colonoscopies for individual and family history of colorectal cancer were completed within the 26-week benchmark	84% of patients rated Rehabilitation Services as Very Good or Excellent
Total time waited in the ER for Low Acuity 90th percentile (less and non-urgent cases) - 4.17 hours	94% of respondents surveyed felt safer because of their involvement in their care with Rehabilitation Services

“Recently, I found myself needing urgent medical care at the Dryden Regional Health Centre. I arrived at the Emergency Room in the middle of the night and was seen by two physicians.

All in one day, I had blood tests, an ultrasound, a CT scan, and surgery. Not only that, each was performed with professionalism, efficiency, genuine warmth and humour. I don’t believe there are many hospitals in North America that could duplicate that level of service in one day, and it all happened here in Dryden.

I am extremely grateful to all the Doctors, Nurses and Staff who took such good care of me that day. We have an absolute gem in the local DRHC, and I for one am appreciative of the outstanding service they provide to our community.”

– Mr. Nick Beyak, Dryden

Humility

Having a modest opinion of one’s own importance; not believing you are superior to others

Patient Experience | Service

To provide a consistently excellent patient experience for all

The Dryden Regional Health Centre is committed to providing the best possible patient experience. This past year we have been building our Patient and Family Advisory Council to help ensure that we continue to respect the patient experience when looking at planning quality improvement opportunities. This is the first year that these patient and family advisors assisted us in the development of our annual Quality Improvement Plan. We are very excited to continue to build on the work and skills of this council for the future.

We are very close to our overall goal of exceeding the OHA Small Hospital Average for patient experience for both inpatient and emergency room service. Daily rounding on inpatients by management staff has positively impacted inpatient experience and provided us with many recognition opportunities for excellent front-line care.

With the recent retirement of Drs. Mazurski and Whittaker, we have seen an overall increase in Emergency Room visits and a corresponding increase in wait times. We are very hopeful to share some good news with respect to physician recruitment in the near future.

The National Research Corporation Canada Picker patient experience surveys have undergone some significant process changes starting this fiscal year. We are hopeful that we will get increased return rates on our surveys to provide us with more accurate and timely feedback on overall experience.

Stats

- 90.09% of patients surveyed stated that when they see the Doctor or Nurse Practitioner, they are involved in decisions about their care
- Patient advisors active on Quality Improvement, Pharmacy Redevelopment, Smoke Free Health Centre Grounds, Senior Friendly Hospitals initiative, OTN service review, Patient and Family Advisory Committee

103

Births

17,568

Outpatient Visits ER

347

Inpatient Surgical Cases

1,321

Oncology Visits

1,958

Patients Seen

5,310

Surgical Visits



The care provided to Shirley by Nurse Angie Barr made a specific and lasting impression. Shirley stated that she came to the Emergency Room in January with a racing heart and feels that the compassionate and excellent care she received from the doctors and nurses at the Dryden Regional Health Centre saved her life.

"When I came to the ER with my husband, I was scared and worried and knew something was wrong with my heart. I remember that Nurse Angie caught my eye and knowing that something was wrong, came immediately to ask how I was feeling. She checked my pulse and took me to the examination room explaining that my husband could complete the patient registration on my behalf. Angie was calm and comforting. I relaxed immediately and felt well cared for. I remember that she reassured me about a necessary procedure telling me that it was not uncommon and that the staff had specific skills and experience doing it. Angie's reassurance was a relief for me. I don't know what I would have done without her."

Shirley shared that she had reason to return to the ER a second time with the same health concern and that she was less afraid because of the compassionate and reassuring care she received the first time.

*"My doctors were excellent; they didn't miss a thing! They are absolutely wonderful!
The facility is clean and the doctors and nurses are absolutely fantastic!"*



– Ms. Shirley Sharpe,
Dryden

Finance, Facilities, and Equipment

To advance and maintain affordable, sustainable health services

This past fiscal year saw many operating budget challenges and pressures. Through the efforts of our entire organization, we were able to come out of the year with a \$200,000 surplus from hospital operations. This was offset by an operating deficit of \$135,000 in the Mental Health and Addictions program.

We were also pleased to hear that the government has continued its commitment for small hospitals through a 1% increase in our annual base budget for this coming year and continuation of the \$20 million Small Rural and Northern Transformation Fund for fiscal 2016/17. This fund has been instrumental in helping us to advance new ideas and innovations in quality care, service delivery and system planning. The North West Local Health Integration Network's share of this fund is approximately \$3.5 million.

In the latest budget it was also announced that an additional \$50 million has been added to the Hospital Infrastructure Renewal Fund. We have not been beneficiaries of infrastructure funding in the past few years as the allocations have been made on the basis of facility condition only. Our facilities are in good condition relative to other hospitals in the province. This coming year we have the opportunity to apply to the fund for worthwhile projects outside of the facility condition allocation formula. We are hopeful that some of these projects might qualify for this new funding.

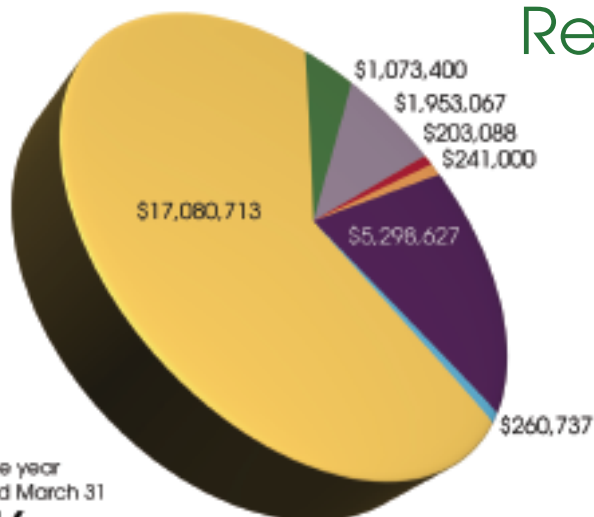
Over the last year, through the leadership and support of the Dryden Regional Health Services Foundation and generous service groups, businesses, and individuals, we were able to continue to raise money for new equipment and facilities projects. We are very grateful for the financial support that we do receive from our community and recognize that funds generated compete with many other worthwhile projects in our community. At the same time, we are challenged to generate enough funds to support on-going capital equipment and facilities improvements. This will be an on-going challenge for the future in terms of ensuring that we have the equipment and facilities that we need to keep care as close to home as possible.



BECAUSE AT DRHC, YOU DESERVE THE *Best!*

STATEMENT OF OPERATIONS

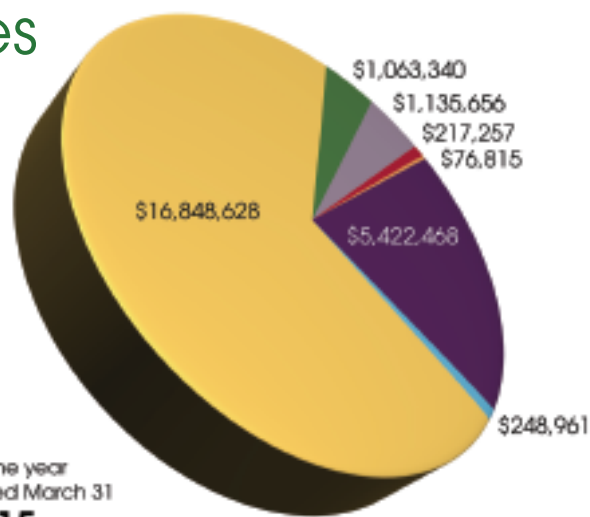
Revenues



For the year ended March 31

2016

Ministry of Health Base Allocation	\$17,080,713
Quality Based Funding	\$1,073,400
One-Time Payments	\$1,953,067
Paymaster for Visiting Specialist Program	\$203,088
Cancer Care Ontario	\$241,000
Other Revenue	\$5,298,627
Amortization of Equipment/Grants/Donations	\$260,737
Total	\$26,110,632



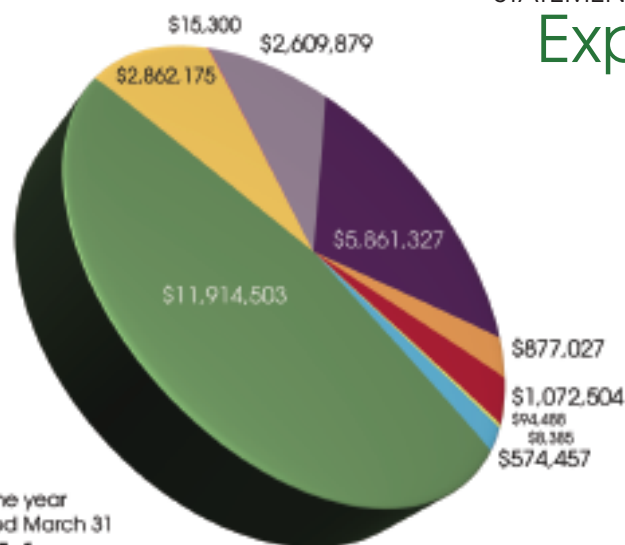
For the year ended March 31

2015

Ministry of Health Base Allocation	\$16,848,628
Quality Based Funding	\$1,063,340
One-Time Payments	\$1,135,656
Paymaster for Visiting Specialist Program	\$217,257
Cancer Care Ontario	\$76,815
Other Revenue	\$5,422,468
Amortization of Equipment/Grants/Donations	\$248,961
Total	\$25,013,125

STATEMENT OF OPERATIONS

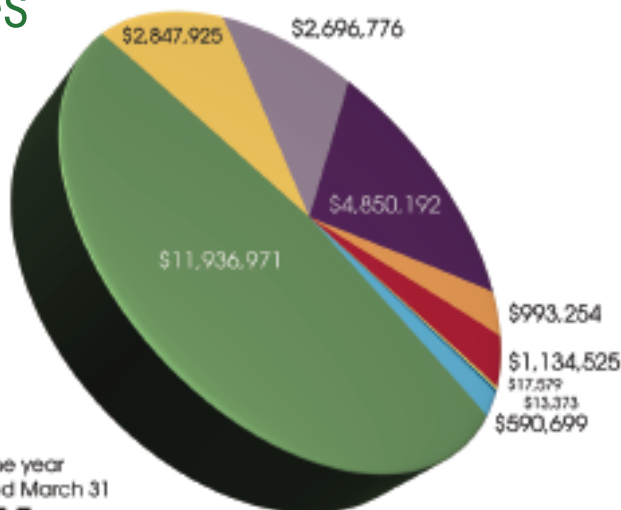
Expenses



For the year ended March 31

2016

Salaries and Wages	\$11,914,503
Employee Benefits	\$2,862,175
Employee Benefits Future Costs	\$15,300
Medical Staff Renumeration	\$2,609,879
Supplies and Other Expenses	\$5,861,327
Drugs	\$877,027
Medical and Surgical Supplies	\$1,072,504
Bad Debts	\$94,488
Amortization of Software Licenses	\$8,385
Amortization of Equipment	\$574,457
Total	\$25,890,045

Excess of Revenue over Expenses
from Hospital Operations**\$220,587**

For the year ended March 31

2015

Salaries and Wages	\$11,936,971
Employee Benefits	\$2,847,925
Employee Benefits Future Costs	(\$70,300)
Medical Staff Renumeration	\$2,696,776
Supplies and Other Expenses	\$4,850,192
Drugs	\$993,254
Medical and Surgical Supplies	\$1,134,525
Bad Debts	\$17,579
Amortization of Software Licenses	\$13,373
Amortization of Equipment	\$590,699
Total	\$24,950,994

Excess of Revenue over Expenses
from Hospital Operations**\$62,131**

Innovation, Growth and Integration

To advance and build a high performing, locally integrated health system



The Dryden Area has been selected as an early adopter of the North West Local Health Integration Network's on-going advancement of the Health Services Blueprint. The Dryden Regional Health Centre, along with other local health service partners, are being challenged to create a vision and plan for better integrated and coordinated care for people in the Dryden area. We are pleased to support and be part of this transformative journey for our local health system. This is the first phase of a multi-year project to redesign our system around the needs of the people that we serve in our area.

Work continues on our Regional Orthopedics and Pharmacy Programs. These programs continue to advance and implement new technology bringing specialty skills and expertise close to home and provide improved support for local medical and clinical staff.





Rock Bottom. That is where our client said he was when he called our crisis line. His addiction to alcohol had destroyed his life. It had cost him his house, his marriage, and for the time being, his children.

And now faced with losing his job, the only thing he had left, he decided it was time to get help. He called Crisis Response Services' crisis line hoping that they might know where he could go to get help abstaining from alcohol use. I remember him saying after the fact, that the crisis worker was so nice, and that he was shocked when the worker not only knew of a place offering withdrawal services, but offered him a bed that same day. He was hesitant to accept the offer wondering if he was ready, but after talking with the crisis worker and hearing the details of the program, he agreed to admission. Knowing that the gentleman was calling from outside of Dryden, he was asked about travel and how he would get to the program. He wanted to hang up the phone. He was embarrassed to admit that he didn't know anyone that would drive him nor did he have a vehicle. The crisis worker reassured the gentleman of his decision, the support and care that would be provided and arranged for his travel.

When he arrived at the Crisis Response Stabilization Unit in Dryden to access our withdrawal management program, he was feeling sick. He was nervous because he had never done anything like this before and he wanted to leave. The staff recognized and acknowledged his fear and concern, offering support and encouragement, and he decided to stay. He completed the withdrawal program and went on to enroll in the 8 week residential treatment program, which he also successfully completed.

This gentleman was hesitant when he first called the crisis line and he was hesitant when he first arrived at the unit but he decided to stay. He stayed because of his courage, strength, and desire for change and because of the compassion, respect, accountability, humility, and integrity that the staff upheld throughout his care.

Since leaving the withdrawal program, he's had to deal with many hurdles but through it all, he has maintained continuous sobriety for three years.

Compassion

Committed to understanding an individual's circumstances with a desire to help.

Our Heartfelt Thanks

The Dryden Regional Health Centre sincerely appreciates the ongoing generosity and dedication of our partners, service clubs, patients, and individuals who support the delivery of quality healthcare to our community through donation.



Your support of the Dryden Regional Health Centre helps us provide:

- Diagnostic Imaging services including but not limited to CT Scan, Ultrasound, X-ray
- Emergency and Inpatient Care including but not limited to obstetrical, palliative and surgical care
- General Surgery
- Dietary Food Services including inpatient meals, Meals on Wheels and the Patricia Region Senior Services Senior Lunch program
- Laboratory Services including but not limited to hematology, biochemistry, transfusion medicine and Laboratory Specimen Procurement and Dispatch
- Rehabilitation Services including physiotherapy, occupational therapy and speech therapy
- Specialty Clinics including Orthopedic (hips, knees and shoulders), Gynecology, Plastic Surgery, Rheumatology, Pediatrics, Otolaryngology
- Mental Health & Addiction Services including psychiatric services
- Crisis Response Services including withdrawal management
- Oncology Services
- Sexual Assault/Domestic Violence Care and Treatment
- Diabetes Education Centre including diabetes management through individual and group appointments
- Telemedicine including specialty visits, education and tele-visit
- Primary care services through the Dryden Area Family Health Team including chronic disease management and health promotion and prevention





Accountability

Taking ownership and responsibility for one's actions and decisions.

BECAUSE AT DRHC, YOU DESERVE THE *Best!*



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THE **BEST** People THE **BEST** Place to Work

THE **BEST** Facilities & Equipment THE **BEST** Patient Care

THE **BEST** Patient Experience



58 Goodall Street | PO Box 3003
Dryden, Ontario P8N 2Z6
www.drhc.on.ca

 **Dryden Regional Health Centre**
 **@myhospitalcares**