

The SFMH commitment to performance

On leadership and innovation...



"We are very proud of how the SFMH team, including management, staff, professionals and volunteers, works together to achieve so much. With his insight into the workings and needs of small rural hospitals and his health care connections throughout the province, CEO Randy Penney has been an outstanding leader. He is backed by a management team, led by COO Jeremy Stevenson, that is truly committed to providing 'excellence in rural health care.'"

"The partnerships that have been formed and the integration of health care services at SFMH in order to provide access to the best care to the people in our surrounding communities are innovative and forward thinking."

— Jasna Boyd, Chair, SFMH Board of Directors

St. Francis Memorial Hospital (SFMH) may still be basking in the afterglow of our **50th anniversary celebration**, yet we feel it is important to take a deeper look at our many accomplishments over the past decade or so, and discuss exciting plans for our future.

The vision for SFMH to be a leader in rural health care translates through the many high-quality programs and services currently available to the residents of the Madawaska Valley.

"The health care needs in our community are incredibly diverse, and the team at SFMH has been tremendously successful in recent years in providing options closer to home for our patients," comments SFMH's CEO, Randy Penney.

Many of those successes are a result of the **voluntary partnership established in 1999 with Renfrew Victoria Hospital (RVH)**. Joining forces to expand services and medical expertise has proven to be of great benefit to our patients, says Penney, who is also CEO and President of RVH.



"I am very proud of our staff, physicians, volunteers, and our Board's commitment to excellence in rural health care."

— Randy Penney, Chief Executive Officer

"This unique partnership has allowed our two hospitals to collaborate on many projects over the years," states Penney.

Jasna Boyd agrees, "This visionary alliance with the strong leadership support of our Board of Trustees over the years has been the cornerstone of our success."

We share resources such as IT specialists, radiologists and medical imaging system administration. More importantly, we share clinical programs such as bone density, CT scan and clinics in internal medicine, surgical, and respiratory. SFMH is a satellite unit of the RVH dialysis program and the Ontario Breast Screening Program (OBSP).

Penney credits the management team at SFMH for its dedication and professionalism when it comes to meeting the daily challenges of providing the highest quality of care. Under his leadership is SFMH's Chief Operating Officer (COO), Jeremy Stevenson, with Director of Patient Care

Services, Joan Kuiack, and Manager of Finance, Les Ott, rounding out the upper management roster.

"We have to give much credit to our board and Randy's openness, drive and forward-thinking approach to health care. Everyone at the management level sees the value of integration with other vital services in our remote area," states Stevenson, adding that the two hospitals maintain separate corporations, Board of Trustees and budgets.



"Everyone at the management level sees the value of integration with other vital services in our remote area."

— Jeremy Stevenson, Chief Operating Officer

SFMH's strategic plan for growth over the next four years rests on four cornerstones—Quality of Care; System Integration; Strength in People; and Financial Performance.

"We have the most compassionate, knowledgeable medical professionals at the front line. Our entire team is focused on providing safe, efficient, quality care to our patients," says Kuiack, referencing the Quality of Care aspect.

"Nurturing a safe and healthy workplace is the key to the strength of our team," says Stevenson. "We are committed to attracting and retaining dedicated staff, physicians and volunteers and together we strive to create an environment that encourages innovation—and also recognizing them for their hard work."

"Our financial performance goals will allow us to plan for and maintain financial stability while still providing a high level of patient care programming," explains Ott.

One major integration project that has had a positive effect on the community has been the **opening of the St. Francis Health Centre** in 2003. The building provides more than 10,000 square feet of space, attached to the hospital by a tunnel. It now houses five general practitioners, laboratory services, dialysis, ophthalmology, optometry, public health program, orthopedics, geriatric mental health services and the Community Care Access Centre (CCAC) offices, internal medicine, audiology and addiction treatment services.



Nurses Maggie Schutt, Pat Biernaskie and Jennan Prentice are part of the SFMH team delivering quality care to SFMH patients.

"Having my office in close proximity to the hospital has been a godsend for me," says Dr. Joe Cybulski. "I can pop over to see patients quickly whether they are inpatients, emergency patients or patients visiting the CCAC nursing clinic. It saves the physicians time, saves the system money and also improves patient care and satisfaction."

A **CCAC nursing clinic pilot project** within SFMH was established in the summer of 2010 and was extended for a year based on its overwhelming success, and our goal is to turn this venture into a permanent program.

A successful co-location undertaking has been the complete renovation of the old ambulance building, which is now the home of **Barry's Bay and Area Senior Citizens Home Support Services** (Community Support Services — CSS).



"Our financial performance goals will allow us to plan for and maintain financial stability."

— Les Ott, Manager of Finance

More recently, an exciting opportunity to integrate with the **Rainbow Valley Community Health Centre (CHC)** in Killaloe — the first partnership of its kind in the province — became a reality. The initiative meets SFMH goals to leverage knowledge and infrastructure to provide community care.

"This initiative builds on years of integrated initiatives and paves the way for future initiatives that will make the delivery of local rural health care more sustainable," notes Stevenson.

One immediate result of the partnership is the recruitment of three part-time physicians and two part-time nurse practitioners.



"Our entire team is focused on providing safe, efficient, quality care to our patients."

— Joan Kuiack, Director of Patient Care Services

Residents can look forward to the same types of innovative projects and partnerships in the years ahead. It all begins soon with the launch of an official five-year capital funding project to upgrade equipment within the hospital.

Feasibility studies for more co-location opportunities are also underway, as **Valley Manor Long-Term Care Home** looks to rebuild. Also, a local committee has been struck to pursue the possibility of creating a **two-bed Madawaska Valley Hospice facility**. "SFMH already has the support of the LHIN and the Regional Palliative/Hospice Program to proceed with this initiative," says Stevenson.

"We face a unique situation compared to others in the Champlain LHIN since we deal with the highest percentage of seniors. Both of these projects are important in the future care of the aging population in our community," he concludes.

Financial

All of the numbers have been added up and the diagnosis is clear — SFMH enters 2012 with a clean bill of health.

Our senior management team is devoted to providing the highest levels of care to our patients, and applying the most cost-effective practices in the day-to-day operations of the hospital. They regularly assess resources to ensure they are stretching every dollar in the budget, and simultaneously plan for future expenditures in a fiscally responsible manner.

“It’s a juggling act for all hospitals,” comments Les Ott, Manager of Finance for SFMH, “and a particularly tricky one for us.” He points out that Ontario hospitals are receiving an average of a one per cent increase from the government while expenses are increasing by approximately five per cent annually.

“With the ongoing challenges within the Ontario health care system, maintaining a viable small community hospital is an ever-increasing challenge,” states Randy Penney, CEO of SFMH.

It’s no secret that even with solid planning practices, a history of balanced budgets and past surpluses, SFMH recently had to overcome some major financial challenges.

“We should be very proud of all accomplishments achieved in the past couple of years,” says Penney.

He’s optimistic, even in light of the Drummond Report, which was delivered earlier this year to provide the provincial government with recommendations to eliminate its deficit. The report offers a number of cost-saving measures and suggested cuts to the health care sector

to streamline spending through freezing wages and developing programs focused on preventative health measures.

SFMH has already placed a two-year salary freeze on management and non-union employees. We’ve also been proactive about collaborating with other health care services in the community and have established valuable partnerships like the Rainbow Valley Community Health Centre.

Securing funding for major projects will continue to be a challenge. Historically, funding models are not best suited to rural isolated communities, yet the same amount of money is required for the ongoing maintenance and upgrades of our equipment as it is for a major centre.

Introducing paid parking to offset upkeep of the parking area and snow removal costs has covered those annual expenditures and provided an additional source of revenue for the hospital.

“A new integration system was implemented to assist with payroll, benefits, tracking, purchasing and finance,” explains Ott. This Quadrant system software helps to automate many routine processes and reduce costs and time spent in manual labour.

In 2011, SFMH managed not only to balance the budget, but finish the year off in the black.

“We are particularly happy to end last year with a surplus that will allow us to reinvest in equipment upgrades,” says Penney.

The five-year plan includes equipment, infrastructure and an information technology plan. We will work very closely with the Foundation to address our needs, says SFMH’s COO, Jeremy Stevenson.

SFMH profile

SFMH Annual Profile	Year Ending March 31, 2011
Budget	\$10.2 million
Staff	130
Local MDs	7
Visiting specialists	4
Beds	20
Clinic visits	3,266
Emergency visits	10,315
Diagnostic imaging exams	12,650
Laboratory units	297,451
Dialysis treatments	1,292
Patient days	6,752

SFMH Revenue	
Ministry of Health and Long-Term Care—hospital operating funding	73%
Patient services (OHIP, AFA and patient programs)	21%
Sale of services and supplies	4%
Other sources	2%

SFMH Vital Statistics		
	2000	2011
Operating budget	\$6.1M	\$10.2M
Capital budget	\$246,000	\$416,000
Clinic visits	2,639	4,464
Emergency visits	9,189	10,315

Programs and services

We may be small, but we’re mighty! Compared to other hospitals of our size in Ontario, there is not one that offers as many services to its community as SFMH. We know that our local residents need quality health care services closer to home and we work hard to ensure that we save our patients as many unnecessary trips out of town as possible.

“To efficiently deliver the number of services that we currently provide to in-patients and out-patients, we are always looking outside of the box to develop innovative solutions to address our unique challenges,” comments Jeremy Stevenson, COO of SFMH.

From bone density testing to acute care, residents of Madawaska Valley are always in the capable hands of our outstanding team of nurses and dedicated medical professionals.

The opening of the **Dialysis Unit** in 2001 drastically improved the quality of life for our patients who require life-saving dialysis treatments three times per week. Last year alone we administered 1,292

dialysis treatments. SFMH is a satellite unit of the RVH and received an increase in funding last year, which allows more nephrology patients to receive treatments locally.

Garry Gutz, a resident of Palmer Rapids, travelled first to Ottawa and then Renfrew for treatments. He and other dialysis patients from the area worked with Randy Penney and John Yakabuski to increase available treatment times at SFMH. “That was about three years ago, and it has worked out good. It’s great here, they look after us all really well,” Gutz says, adding that the small unit provides excellent care and an incredible patient experience.

Last year we also saw more than **10,000 visits to our emergency department** and an additional **3,266 patients through our clinics**.

With one in nine women at risk for developing breast cancer, SFMH has been an accredited site of the **Ontario Breast Screening Program (OBSP)** since 2001. Our mammography services are accredited with the Canadian Association

of Radiologists and our care team is specially trained in breast examination and breast imaging.

And when we can’t provide important services in person, we have looked to the virtual world to bring specialized clinics through our computer screens with the help of a secure telemedicine network. **Telemedicine** has been part of the SFMH working environment since 2003 and continues to facilitate consultations, as well as education and conferencing sessions.

Partnerships between various local health care organizations, including our sister hospital in Renfrew, have proven to be an invaluable resource. We’ve also embraced co-location programs through the renovation of the ambulance building and built a **local health care hub** where we immediately joined forces with the Barry’s Bay and Area Seniors Home Support (CSS), and hope to soon welcome other partners, such as Mental Health.

In 2003, the **St. Francis Health Centre** opened. It houses five physician offices, a private laboratory, retail pharmacy, the dialysis unit and CCAC Home Support.

“As noted during the last accreditation process, the dedication from all of the staff was impressive. There’s an extremely high level of preparedness and knowledge demonstrated by all hospital care providers on a daily basis,” says Director of Patient Care Services, Joan Kuiack. “This, in turn, lends to an overall level of patient satisfaction.”

The St. Francis Health Centre opened its doors in 2003.

SFMH is proud to provide:

Services and Clinics

- Addiction Treatment Services
- Audiology Clinic
- Bone Densitometry
- CCAC Nursing Clinic
- Diabetic Counselling
- Diagnostic Imaging — X-Ray
- Diagnostic Ultrasound
- Dialysis (Satellite of RVH)
- Echocardiogram
- Foot Care
- General Surgeon
- Holter Monitor
- Internal Medicine
- Laboratory Services/ECG
- Mammography
- Ontario Breast Screening Program (satellite of RVH)
- Orthotist — Ralph Roloff
- Otolaryngology (Ear Nose Throat) Clinic
- Physiotherapy Outpatient Clinic
- Respirology/Pulmonary Function Testing
- Surgical Pre-Admission Clinic
- Specialist Services through Telemedicine

Outpatient Programs:

- Telemedicine Cardiac
- Telemedicine Neurology
- Telemedicine Dermatology
- Telemedicine Hematology
- Surgical Consults
- ENT Consults
- Physiotherapy
- Hemodialysis
- Diabetic Clinic
- Foot Care Clinic



Recruitment

Attracting physicians and quality health care personnel to our very rural community is never an easy task, yet the residents of Madawaska Valley can look forward to three new doctors joining our team. Over the next two- to four-year period, we will welcome Dr. Heather Hoddinott, Dr. Alex Atfield and Dr. Melissa Meeking.

We are pleased to have the support of local townships working together to offer financial incentives to medical school graduates as part of the **Barry's Bay & Area Family Physician Sponsorship Program**. After completion of their residency, the three physicians will offer their medical services here at SFMH for a minimum of five years.

"This approach has worked well for SFMH's sister hospital, Renfrew Victoria Hospital," notes CEO of SFMH, Randy Penney. Two of the newest specialists hired on by RVH will be travelling to Barry's Bay on a regular basis to offer their expertise and act as consultants to SFMH's physicians.

Dr. Shanti Nemani, an internist, began his duties in October 2011, and general surgeon Dr. Susan Krajewski will begin in May 2012, saving our patients the time and travel expense of driving to Renfrew for their services.

"RVH also shares its information technology specialists, radiologists and PACS administrator with SFMH," Penney adds.



Dr. Susan Krajewski, General Surgeon.

Any growth in the number of jobs is good news for the entire community as it builds a stronger local economy and provides better services within the hospital.

The number of employees at SFMH has grown to 130 plus seven physicians, and our hospital remains one of the largest employers in the region. Just last year, SFMH hired 12 new staff.

A proactive approach to patient care proves to be an enticing aspect of the work environment at SFMH. Most recently, we formed a Care Team representing all



Derek Frew, Nurse Practitioner and Dr. Pil Joo join the Rainbow Valley Community Health Centre.

interdisciplinary members of the hospital who focus on developing patient action plans to help improve current and future programming.

The most unique human resource challenge for our organization is keeping our emergency department running smoothly and keeping it open throughout the summer months. We are happy to have been able to sufficiently staff and provide care to patients during the summer of 2011.

Nursing students from Trent University and Algonquin College continue to choose Barry's Bay to complete their nursing studies requirements. "We appreciate all of the time and knowledge our health care professionals share with these young students, as some of them do choose to start their career here at SFMH after their experience," mentions Joan Kuiack, SFMH's Director of Patient Care Services.

We appreciate the continued efforts of our physicians with recruitment and by hosting medical students throughout the year.



Dr. Shanti Nemani, Internist.

Our team also enjoys the opportunity to mentor local co-op students from Madawaska Valley District High School throughout the year. "It's our chance to showcase jobs available at the hospital and show them the rewards of a career in the health care field," says Kuiack.

Our thanks...

In light of the economic challenges, the paid parking system at SFMH has generated much-needed revenue for the hospital, which has allowed us to "keep our heads above water" when many other hospitals across the province are struggling with budget issues. We appreciate the community support. We now have passes available to those who need to visit the hospital frequently.



"The ongoing support from our community is incredible, and then you combine that with the far-sightedness of our administration, which has allowed us to extend a variety of services offered here at St. Francis. The leadership of Randy Penney has been exemplary; he has a great command on potential resources available to us along with a clear vision of the needs of our community."

— Dr. Bruce Harris, Chief of Staff

Accreditation

- SFMH participates in the Accreditation Canada Qmentum program to evaluate performance in delivering quality health care services. In the 2011 assessment, our organization met 98% of the reviewed standards that range from management, services and patient safety to client satisfaction.
- SFMH is also accredited by the Ontario Laboratory Association. The laboratory department achieved a four-year QMP-LS Accreditation Certificate with a final mark of 99.13%

Telemedicine access

Many miles of asphalt may separate St. Francis and the nearest hospital, yet patients and our health care team often interact face-to-face with specialists who are not physically in Barry's Bay.

Susan Coulas, the hospital's telemedicine coordinator, connects with Renfrew Victoria Hospital, the Ottawa Hospital or CHEO on a regular basis with the help of a camera, computer and monitor.

"We just had a dialysis patient in this morning video conferencing with Dr. Delbrouck," she says.

Dr. Nicole Delbrouck is a Nephrologist based in Renfrew who cares for patients at SFMH, which is one of the RVH satellite dialysis units. With the aid of technology, physicians like Delbrouck can virtually meet with their patients for routine consultation appointments saving valuable time.

Telemedicine first came to SFMH more than a decade ago. Now we are linked in with the Ontario Telemedicine Network (OTN) and can connect with more than 1,175 sites across the province.

Coulas explains that it is mainly used for clinical and follow-up consults. SFMH offers telemedicine clinics in cardiology, respirology, neurology, hematology, orthopedics, dermatology, pediatrics, mental health and others.

"Staff also take advantage of educational opportunities available through OTN," notes Coulas. "We've had one session that took place in England and we were able to take part here. The quality of the information was amazing."

Susan Coulas, the telemedicine coordinator at SFMH.



Equipment and expansions



The ribbon cutting ceremony at the opening of the St. Francis Health Centre.

In just a little more than a decade, SFMH has successfully completed a long list of equipment upgrades, building improvements and large renovation projects.

“We spent much of last year concentrating on a number of different initiatives to improve the safety and the quality of our hospital. Much-needed roof repairs were completed and we can now focus on a variety of projects inside the building,” states Les Ott, Manager of Finance at SFMH.

One priority will be to ensure that our emergency department remains current with up-to-date equipment and facilities.

“The current equipment needs for the next five years is \$2 million for large-ticket items such as a state-of-the-art x-ray unit, and an upgrade to the mammography unit are crucial to future operation of our hospital,” says COO of SFMH, Jeremy Stevenson.

He’s happy to have the full support of the Board of Trustees to push these projects through to fruition as the upgrades are in the best interest of caring for a community with unique health care needs.

In comparison to other hospitals across Eastern Ontario, we deal with the most challenging demographics: SFMH has the highest rates of diabetes-related mortality and chronic disease hospitalization as well as the highest obesity rate. Therefore, “it is important for our medical professionals to be equipped properly with the most efficient equipment.”

With no ministry funding for capital equipment purchases, it is up to the community to raise the necessary money to purchase new medical equipment. The x-ray



Ribbon cutting for Ambulance Bay renovation in 2011.

unit costs approximately \$500,000 and the mammography project requires an additional \$400,000.

Our reality is that raising substantial dollar amounts in our small community for building upgrades and equipment replacement requires a careful strategy. At the end of the day, an x-ray unit costs the same amount of money for us as it does for any other hospital.

“We face many challenges in our attempt to keep in line with industry standards, but considering our size, St. Francis has done very well over the years, and we have to thank the residents of Madawaska Valley for their ongoing support,” comments Stevenson.

“The construction of the medical building and opening in 2003 was a tremendous undertaking for a hospital the size of SFMH,” points out Ott. Much planning and patience went into the project and now we have been able to attract and offer more health care services to the community.

Since then, the community has supported the purchase of a bone density machine, replaced stretchers, ventilators, upgraded ultrasound machines, patient lifts, pain management pumps and many other items that contribute to the high-quality care of our patients.

Sometimes the improvements are less visible to our patients, like upgrades to the laboratory computer system or implementing electronic health records throughout the hospital as the program rolled out across the province a few years ago.

“These computerized upgrades have added an entirely new demand for technology, time and expertise within our hospital environment and we know this is an area that will continue to evolve. We have embraced these exciting advancements because we know it will have a huge impact on the quality and safety of patient care,” notes Stevenson.



SFMH and Rainbow Valley CHC staff at the official merger announcement.

Partnerships: integration and co-location

MILESTONES

1999

- Voluntary partnership with Renfrew Victoria Hospital—shared CEO, IT, clinical programs, radiologists, PACS administration, etc.

2003

- Opening of St. Francis Health Centre—physician offices, lab services, dialysis unit, optometry, ophthalmology, etc.

2010

- CCAC Nursing Clinic pilot with SFMH

2011

- Renovation of ambulance building—co-location with Barry’s Bay and Area Senior’s Home Service (CSS)
- Barry’s Bay & Area Physician Recruitment & Retention Committee

2012

- Integration with Rainbow Valley CHC

FUTURE

- Feasibility study to address the potential rebuilding and co-locating of Valley Manor with SFMH
- The creation of a two-bed hospice within the hospital. Preliminary efforts began in 2010



Please visit us at the Foundation office, located to the left in the main entrance of the hospital, or reach us at: SFMH Foundation, 613-756-3045 ext. 217 or foundation@sfmhosp.com

Online giving is available by visiting www.sfmhosp.com and clicking on Donate Now!



Toni Lavigne-Conway,
SFMH Foundation Director

“Match it!” program

Due to the generosity of the W. Garfield Weston Foundation, every new dollar raised between now and September 1, 2012, will be matched dollar for dollar to a maximum of \$50,000 in support of the purchase of a new x-ray unit.

There is no question that an investment made today in support of the St. Francis Memorial Hospital makes a lasting impact on ensuring a strong hospital for tomorrow.

We would be pleased to talk to you about how you can make a difference for your hospital and assist you with the details about any of our programs.

The St. Francis Memorial Hospital Foundation plays an integral role in raising the funds needed to help the hospital to purchase, enhance and maintain the vital equipment it needs to keep step with current technology and continue to provide compassionate and exceptional care.

We work diligently to rally our community to continue the 50-year tradition to provide quality health care, close to home, to those who matter most to us—our patients and their families.

Like all new technologies, there is a significant cost for medical equipment. There is also the expectation that equipment needs and technology costs rest entirely with the community—the government simply does not pay for equipment.

The Foundation has developed several programs intended to help with these vital equipment costs:

Signature Events

Tree of Lights: held annually on the first Friday evening in December

Friends of St. Francis Golf Tournament: held annually on Friday afternoon of the Labour Day weekend

Programs

St. Francis Circle Monthly Giving Club Spread your gift out over the year with regular monthly contributions. Members meet annually for a hospital tour and a firsthand look at the equipment they helped to purchase.

In Memoriam Giving/Landscape of Life Planned Gifts

Families and friends can name the St. Francis Memorial Hospital Foundation as their charity of choice as a means of honouring their loved ones. In Memoriam envelopes are available in the front foyer of the hospital or at our local funeral homes.

The beautiful, locally handcrafted Landscape of Life mural is an additional means

of honouring someone special. In Memoriam donations can be used towards the purchase of an element on this mural.

One of the easiest and most lasting ways to support your hospital is to consider a bequest in your will. We can assist you with wording and information if you are interested in this option.

Guardian Angel program

Did a caregiver, support staff, volunteer or department make a difference to you or a family member during your visit to St. Francis Memorial Hospital? You can recognize them as your Guardian Angel by making donation to this program, which greatly assists our equipment needs. Your angel will receive acknowledgment of your gratitude, as well as a special angel pin to wear proudly throughout the hospital.

Celebrating special occasions

Make a donation in lieu of gifts for special birthdays, anniversaries or wedding favours. A personalized certificate is available to give to your honouree letting them know about your thoughtful gift.