

Keeping in touch

Rouge Valley Health System



January 18, 2011

Scarborough Community Council

Toronto City Council

David Brazeau

Director, Public Affairs and Community Relations, RVHS

Agenda

- Getting to Know Rouge Valley
 - Who we are
- Rouge Drivers
 - Strategic Plan
 - Deficit Elimination Plan
 - Lean
- News / Issues
- Questions



Getting to Know Rouge Valley

- 2 hospital campuses serving the communities of west Durham and east Toronto
- Patient visits last year (2009-2010)
 - 105,000 emergency department visits
 - 165,000 ambulatory clinic visits
 - 22,000 operating room cases
 - 3,600 births
- Almost \$300M annual budget
- 2,800 staff (1,000 + nurses)
- 224 general practitioners and 325 specialists
- Part of Central East LHIN, our funder

Getting to Know Rouge Valley



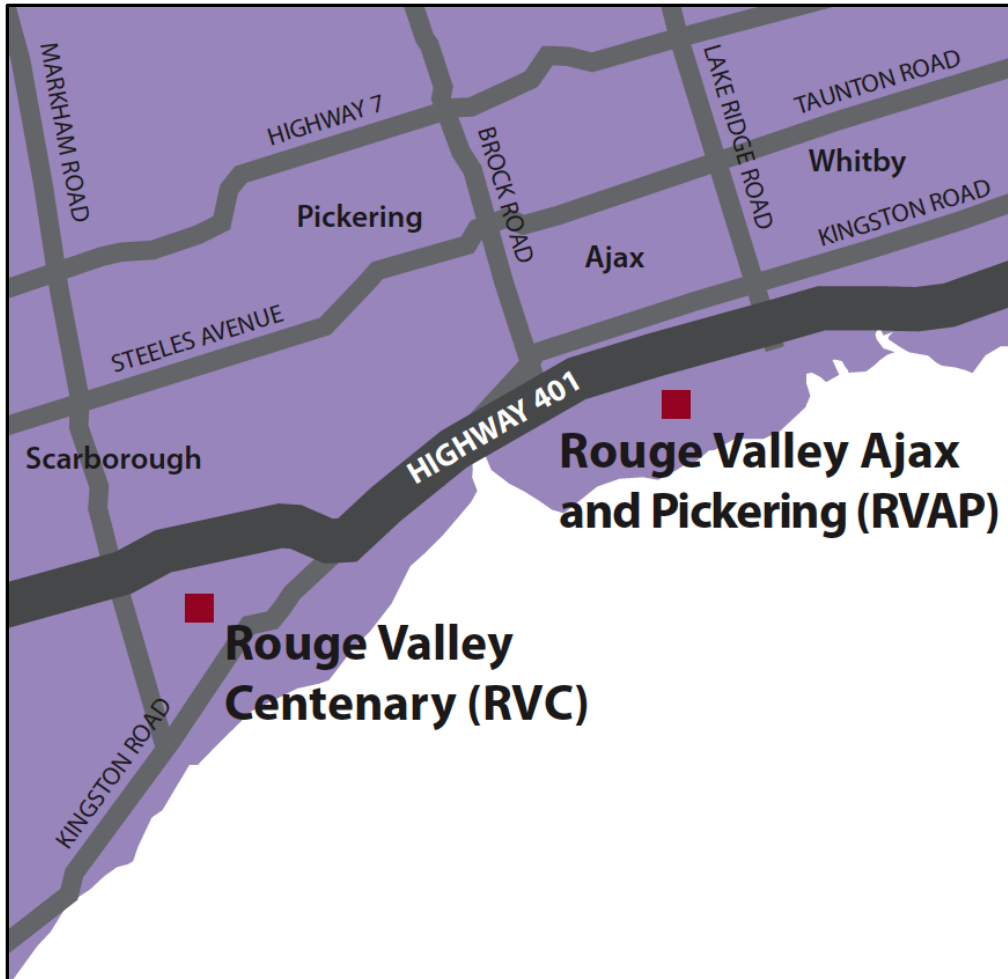
Rouge Valley Centenary (**RVC**)
2867 Ellesmere Road, Toronto



Rouge Valley Ajax and Pickering (**RVAP**)
580 Harwood Avenue, Ajax

- RVHS formed in 1998 as part of a provincial amalgamation of hospitals:
- Scarborough Centenary Hospital, originally opened in 1967, now is **RVC**;
 - Ajax & Pickering General Hospital, originally opened in 1954, now is **RVAP**.

Getting to Know Rouge Valley



The area our patients come from includes highly diverse communities, primarily along the 401 corridor of the GTA east.

Rouge Valley is the Central East LHIN-designated centre for cardiac care in this corridor.

Rouge Valley Health System Strategic Plan-on-a-page

Achieving our Mission, Vision and Values

Mission

To provide the best healthcare experience for our patients and their families.

Vision

To be the best at what we do.

- Please see the complete Strategic Plan on our website and posted in hospital
- Community and stakeholder consultation was done in 2010 on a new Strategic Plan
- New Strategic Plan to be introduced by March 2011

Values

- **Accountable** for our resources, our services and our behaviours.
- **Responsive, respectful and caring** to our patients, colleagues and community.
- **Value the diversity** of our organization and community.
- **Honest and trustworthy.**
- **Strive for innovation and high performance** and committed to continuous learning.

www.rougevalley.ca

Achieving our Deficit Elimination Plan

Board and management took ownership of the issue

- Rouge implemented 3-year DEP in March 2008
 - Increase quality while driving down operating costs
 - 220 positions eliminated during 3 years
 - Early retirement / voluntary exit / attrition
 - Our promise to maintain volumes has been kept (see next slide)
- Benchmarking with the best
 - We saw room to improve effectiveness
 - Others had better quality results and lower costs per patient
 - We have achieved on both quality measures and financial efficiency!
- Success and surpluses
 - Effective fiscal management is good for patient care
 - Cost reductions = Modest surpluses now being generated
 - Resulting in **reinvestment** in facilities and medical equipment for patients

DEP: Keeping our promises

Patient volumes maintained since 2006/07

	2009/10	2008/09	2007/08	2006/07
Weighted Cases Inpatient	23,123	23,230	24,671	23,750
Weighted Cases Total	28,036	28,970	29,144	27,903
Surgical Procedures	21,659	22,419	22,119	21,695
Births	3,821	3,619	3,808	3,605
Emergency Visits	103,600	93,638	95,301	95,044

A *Lean* future

We chose Lean management philosophy because it

- Drives operational efficiency and cultural change at the same time
- Focuses on long-term sustainability
- Offers a comprehensive approach to change
- Looks at processes from a patient perspective and flow across departments
- Engages and empowers frontline staff
- Establishes specific metrics and targets
- Emphasizes eliminating waste and quality improvement
- Works quickly
 - Process changes begin in days, rather than months

It's about

- Creating a standard of constant improvement for patients
 - Not about cost reduction
- Making innovation & waste elimination a routine

Lean achievements – so far

- Our successes in *sound bites*
- Because of our application of Lean our patients now
 - Go home sooner thanks to improved patient flow, discharge planning
 - Get lab & diagnostic imaging results faster (hours vs. days)
 - Wait less time for care in emergency at RVC
 - Walk less distance at pre-admit clinics / our professionals come to them
 - Cancel fewer surgeries thanks to enhanced pre-surgical screening
 - Waste less of their time filling in forms
- Our successes build greater engagement and more successes – an expanding circle

News: Adding doctors

Our improving reputation attracts talent

Just a few of the physicians to join RVHS in 2009/10



**Dr. Nazar
Almakki**



**Dr. Abdel
Belhaj**



**Dr. Shereen
Chirayilkalam**



**Dr. Marijana
Drandic**



**Dr. Allan
Eckhaus**



**Dr. Farrukh
Khan**



**Dr. Nosa
Omoruyi**



**Dr. Malek
Shawesh**



**Dr. Raymond
Yan**

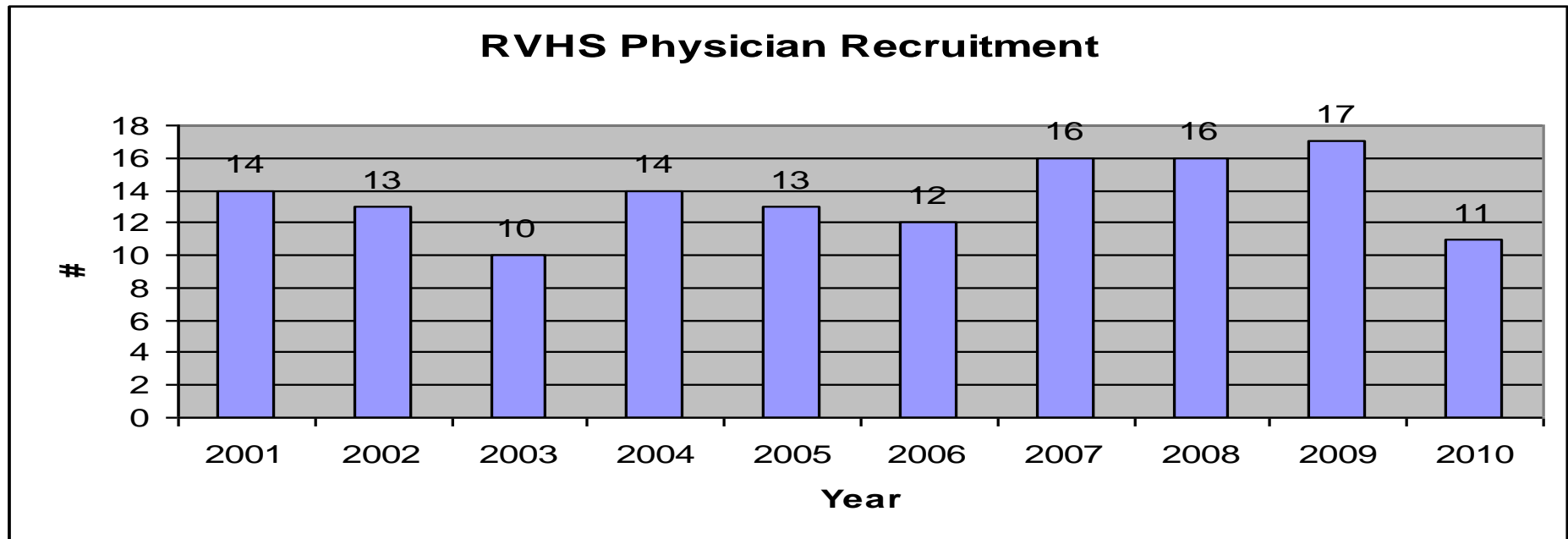


**Dr. Viktor
Yatsynovich**

News: Adding doctors

Our improving reputation attracts talent

- RVHS has recruited approximately **60** physicians, since 2007.
 - RVAP = 19
 - RVC = 23
 - Appointed cross site = 18
- This compares to **39** physicians recruited in 2004-2005-2006.



Issues: Money's tight (what's new?)

- RVHS got 1.5% for 2010-2011
 - But we need 4-5% annually just to cover *hospital* inflation (union contracts, major maintenance costs ...)
 - Means we have to become more efficient each year to remain within budget, as mandated by legislation
- Ontario's Bill 16
 - 2-year pay freeze for about 350,000 non-unionized staff in hospitals, school boards, civil services
 - Government negotiating with unions on this
 - More than 90% of our employees are in unionized jobs

Fundraising: MRI; Beds

RVHS Foundation leading two major campaigns

▪ **RV Ajax and Pickering: Image Is Everything – MRI**

- Ministry of Health announced operating funds in December
- MRI fundraising started mid 2010
- Major redevelopment opens 2011
- Strong community support
- Campaign Chair Lucy Stucco

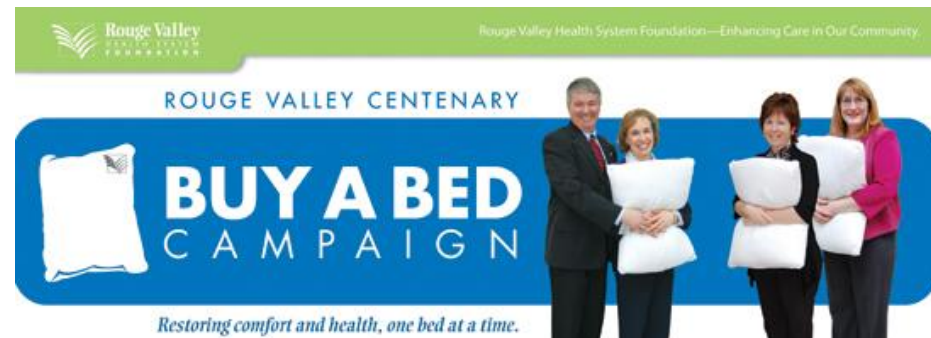
Put yourself in the picture.



You can help bring an MRI to
Rouge Valley Ajax and Pickering hospital

▪ **RV Centenary: Buy A Bed**

- 100 new patient beds
- By end of 2012
- Strong community support
- Campaign co-chairs
Paul and Janet Ainslie



Communication

Community/Staff/Physicians/Volunteers

- Rouge is an open communicator
 - In person
 - Board meetings – monthly, public (Chair Jay Kaufman)
 - Community outreach meetings
 - municipalities, health care providers, service clubs, and more
 - Media relations, releases, government relations
 - Online
 - Public web www.rougevalley.ca
 - The Echo – web, printed, mailed
 - Social media

- Thank you

Get social with Rouge Valley

 **facebook:** search for “Rouge Valley Health System”

 **blog:** rvhsblog.blogspot.com

 **twitter:** follow @RougeValley

 **flickr:** www.flickr.com/photos/rougevalley

 **YouTube:** search for “Rouge Valley Health System”