

Driving Success at Rouge



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President/CEO

It's in our nature to care.



Two hospital sites – one organization



- Unity
- Our new Strategic Plan is a work in process – aligned with CE LHIN directions
- Much work and consultation has been done over time
- We are pulling this together and synthesizing into
 - One Mission,
 - One Vision,
 - One set of Values,
 - One Strategy



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One Mission One Vision

Mission

To provide the best patient care experience for our patients and their families in a safe caring and respectful environment

Vision

To be the best at what we do

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One Set of Values

- **A**ccountable for our services and behaviours — within our code of conduct
- **R**esponsive and caring to our patients, colleagues, and community.
- **V**alue the diversity of our organization and community.
- **H**onest and trustworthy.
- **S**trive for innovation and high performance and committed to continuous learning

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Our Strategy

- Deliver **Core Services** that are exemplary in terms of quality, efficacy and cost effectiveness
- Sustain and grow our existing Centres of Excellence (Cardiac and Mental Health)
- Nurture the development of new Centres within the Central East LHIN

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Strategy: What are Core Services?

- Core Services, as aligned with the CE LHIN, are
 - 24/7/365 Emergency Rooms at each campus supported by
 - 24 hour Anaesthesia coverage
 - High dependency units (ICU and CCU)
 - General Surgical services including Day Surgery
 - General Obstetrical services
 - General Paediatric services
 - General Medical and Geriatric services
 - Some Rehabilitation and
 - Centres for Diagnostics, Treatment and Ambulatory Care

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How will we implement this strategy?

- Live our values every day, all day
- Quality and safety will not be sacrificed
- **Fix our Financial situation**
 - Improve operational and cost efficiency
 - Agency Free
 - Laboratory
 - PACS
 - And many others to come
 - Improve revenue generation
 - Parking rate
 - Preferred accommodation rate
 - Shed non-core, non strategic services
 - Under discussion
 - Require LHIN participation

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Pressures on RVHS

Bed Capacity

- Long Term Care capacity in Durham
- ALC
- Medical/Surgical beds at RVAP

• **Financial pressures**

- Deficit
- Working capital

• **Physician Shortages**

• **Staffing** – nursing, allied health

• **Organizational Renewal**

- Changing RVHS culture/accountability
- Restructuring
- Peer Review

• **Capital Equipment**

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How will we implement this strategy?

- **Physician Recruitment:**
- Internist & Nephrologist
Dr. Ali El Firjani
- Paediatrician
Dr. Karim Aref
- Pathologist
Dr. Dina el-Sahrigy
- Orthopaedic Surgeon
Dr. Jason Smith
- Anaesthetist
Dr. Hedi Hooshangi
- Nephrologist
Dr. Mansula Manogaran
- Hospitalist Dr. Margaret Fry

Dr. Ali El Firjani



Paediatrician
Dr. Karim Aref
Pathologist
Dr. Dina el-Sahrigy



Dr. Jason Smith



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How will we implement this strategy?

- **Sustain and Grow our existing Centres of Excellence**
 - Core Services
 - Mental Health
 - Cardiac Care
 - Ensure that we can and do deliver what we have committed to deliver
 - Grow them through partnership with the LHIN and our care delivery partners
 - Work with the LHIN to determine need
 - Identify existing internal strengths
 - Deliver on what we promise

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Pressures on RVHS: Construction

- Our 3 construction projects continue to be our ongoing success story. But each takes much time and effort for RVHS.
- **RVC – Birthing centre:** footings went in this summer. Completion – Fall 2008
- **RVC – Mental health housing:** 30 units for people who may otherwise have been homeless. Completion – Later this year
- **RVAP** – Our largest project. **Redevelopment** will mean more than 140,000 square feet of new and/or renovated space for Emergency and related services. Completion - 2010



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IHSP – Priorities for Change

Here are some example of what RVHS is doing to support this -

- **Mental Health and Addictions**
 - Phase 2 Supportive Housing
 - Geriatric Mental Health Outreach
 - ACT Team
- **Seamless Care for Seniors**
 - Seven Oaks – Geriatric Day Program on site
 - GEM Nurses initiative
- **Chronic Disease Prevention and Management**
 - Orthopaedic Assessment Centre
 - Breast Cancer Awareness Day
- **Wait Times and Critical Care**
 - Joints/Cancer Surgery/Cataracts/Pulse Dye
 - MRI/CT
 - Colonoscopy
 - Cardiac Care
 - Critical Care

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Success – depends on us:
RVHS is taking ownership of its own challenges

Accountability



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Thank you - Questions

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