



ROSS MEMORIAL  
HOSPITAL  
Kawartha Lakes



# Looking ahead for RMH Address to the City of Kawartha Lakes Council



# Agenda

- Introductions
  - Ms. Val Harris, RMH Board Chair
  - Ms. Wanda Percival, RMH Board Vice Chair
  - Ms. Adair Ireland Smith, PRHC Board Chair
  - Mr. Don Gillespie, PRHC Board Vice Chair
  - Dr. Peter McLaughlin, PRHC President and CEO
- Presentation
- Comments from Dr. McLaughlin
- Brief RMH update
- Questions



# Ms. Val Harris

- Board Chair, Ross Memorial Hospital



# Hospitals

- “Altogether the most complex human organization ever devised.”
- Peter Drucker, 2001
- Founder of modern management



# Background

- RMH and PRHC have been working together for many years to jointly deliver excellent care for our patients.
- This has included partnerships and collaborations in areas such as diagnostic imaging, lab medicine, dialysis services, mental health, obstetrics, pediatrics, ophthalmology and orthopedics.



# LHIN Direction March 28

- *“Whereas the Central East LHIN and health service providers, pursuant to section 24 of the Local Health Systems Integration Act, 2006 have a duty to actively seek out integration opportunities:*
- *Therefore, in order to improve the patient access to high quality services, continue to support health system transformation and to make the best use of the public’s investment, **the Central East LHIN is directing PRHC and RMH to partner in a facilitated integration planning process to explore integration** opportunities related to the delivery of:*
  - *Clinical and Front-line services;*
  - *Back-office functions; and*
  - *Leadership and/or governance,*
- *With input from stakeholders, the hospitals will submit to the Central East LHIN, for its review, a directional plan in no more than 90 days outlining the process the organizations will undertake to explore any opportunities.”*



# What are we talking about?

It is early, but potentially...

- Single Hospital Board
- Single corporate entity and budget
- Single CEO and Chief of Staff
- Single Senior Team
- Single Medical Staff and MAC
- Single Staff
- Fully integrated corporate functions
- Ross Memorial Hospital likely keeping its name within a new health network
- Two Foundations



# One Important Thought

- As we go forward, we need to think beyond what we are now:
  - to what we could be,
  - and to what we could achieve in our future.





# Background

- As an extension of this evolving relationship, the two hospitals established a shared Vice President and Chief Financial Officer position to provide financial leadership to both organizations beginning March 12, 2018.



# Background

- Under current provincial legislation, both the Central East LHIN and the hospitals within it have a legal duty to identify and explore opportunities for integration of the services they provide for patients.



u21048540 www.fotosearch.com



# Background

- On April 23, 2018, the Board of Directors at RMH and PRHC signed a Memorandum of Understanding agreeing to proceed with developing ***a joint directional plan for the CE LHIN*** outlining the process the organizations will undertake to explore opportunities for integration.
- This joint directional plan will be provided to the LHIN for review on or before June 28, 2018.

# New Developments

- This formal process will be done in good faith with **the best interests of our patients in mind, and will include extensive consultations with our internal, community and regional stakeholders.**



# Question

- **What impact would an integration have on hospital staff? Is the intent to lay people off? Is this about saving money?**
  - No.
  - Patient volumes are higher than ever before, and are expected to grow further in coming years.
  - Both hospitals are actively recruiting now, and the need for more staff will continue to grow, both to accommodate expected retirements and to meet increased demand.
  - On March 31, we had >60 vacancies in the hospital, and occupancy was >100%
  - We don't expect this to change in the years to come.



# Question

- **How could integrating help us sustain or improve high quality care?**
  - **By strengthening our position.** Working together rather than competing with each other for scarce resources would increase our opportunities for sustaining or improving our care delivery systems.
  - **By strengthening our “voice.”** As an integrated hospital, we would be in the top tier of large community hospitals in the province. This would give us a stronger voice in attracting new programming and resources from the LHIN and the province.
  - **By positioning us for a successful future.** We need to think about the future, about what we could be and what we could achieve as an integrated organization.





# Question

- **What impact would integration have on recruitment efforts at each hospital?**
  - We anticipate that a potential integration of the two organizations would ***strengthen our ability to recruit.***
  - We would ***no longer be competing with each other*** to hire from a limited pool of available healthcare leaders, professionals and staff.
  - ***Expanding or adding new programming*** would further our attractiveness to physicians and hospital staff.



# Question

- **What will this change mean for RMH?**
  - Whether or not our due diligence process leads to integration, patients will still come to RMH and we will need professional staff, hospital staff and leadership to ensure good care.
  - In order to do this right, we are going to need all of our people.
  - **This is not about *job reduction or saving money*. This is about maintaining and improving patient care.**



# Question

- **What impact would this have on the hospitals' Foundations?**
  - It is the intent of both hospitals to retain their respective Foundations as independent entities.
  - Funds raised in each community will continue to flow through each Foundation separately and will be directed toward the hospital and community for which they were raised.

# Dr. Peter McLaughlin

- President and CEO,  
Peterborough  
Regional Health  
Centre







# A Few Final Words

# 1. In-Year Responses

## Finance

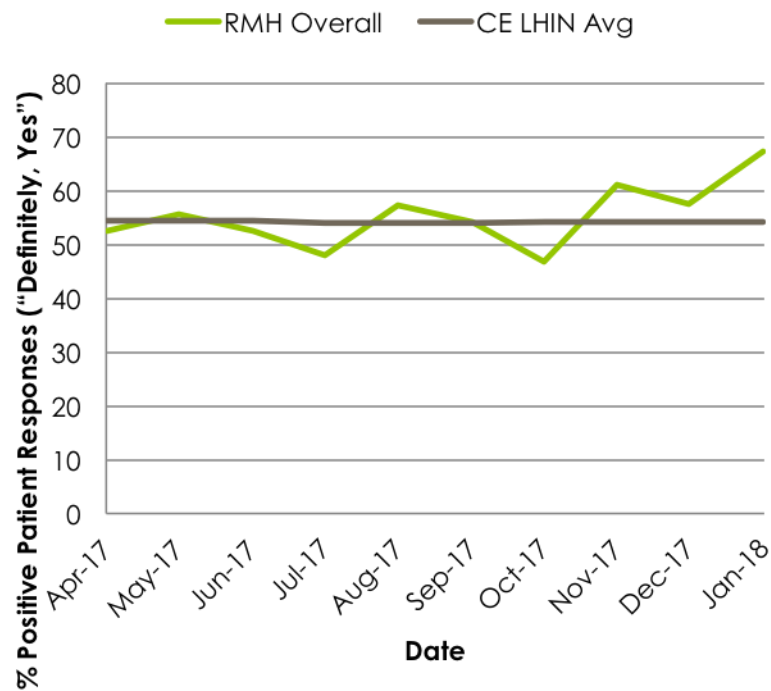
- **Seventh year of a balanced budget**
- **No long or short term debt**



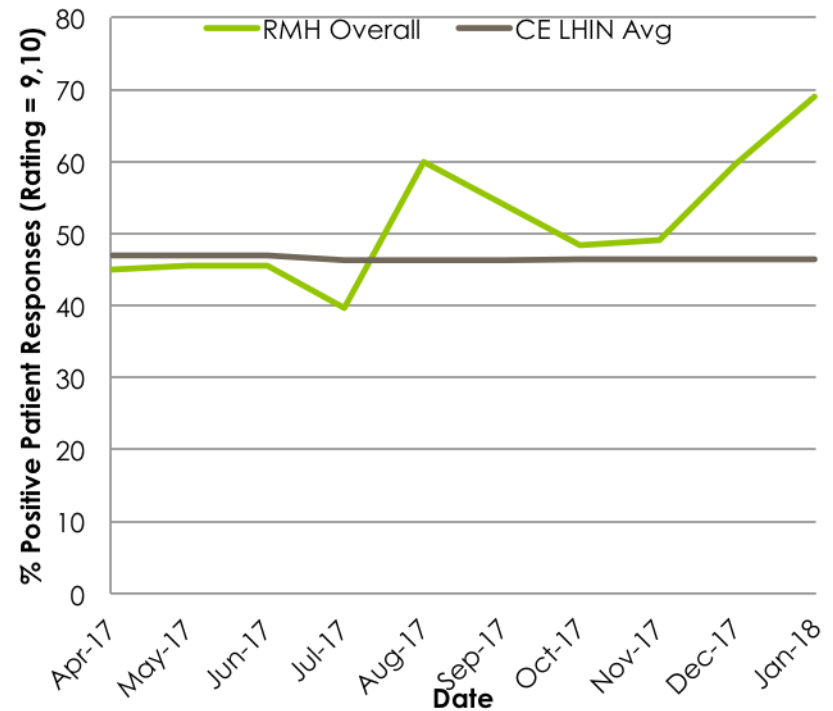
## 2. In-Year Responses

# Patient Satisfaction

### "Would Recommend" Scores



### Overall Rating Scores





# 3. In-Year Response

## Service Excellence and Staff Morale

- RMH is committed to the pursuit of excellence and *Exceptional Care – Together.*
- ***Both RMH and PRHC have been accredited with Exemplary Standing, the highest level.***
- We are both committed to providing quality medical care.

**We are committed to providing excellent service by:**

- ☐ **Being Kind.**
- ☐ **Taking Care of Each Other.**
- ☐ **Putting Others First.**



# Questions?