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Kawartha Lakes



Directional Plan

Joint Presentation at the June 27, 2018 Meeting of the
Central East LHIN Board of Directors

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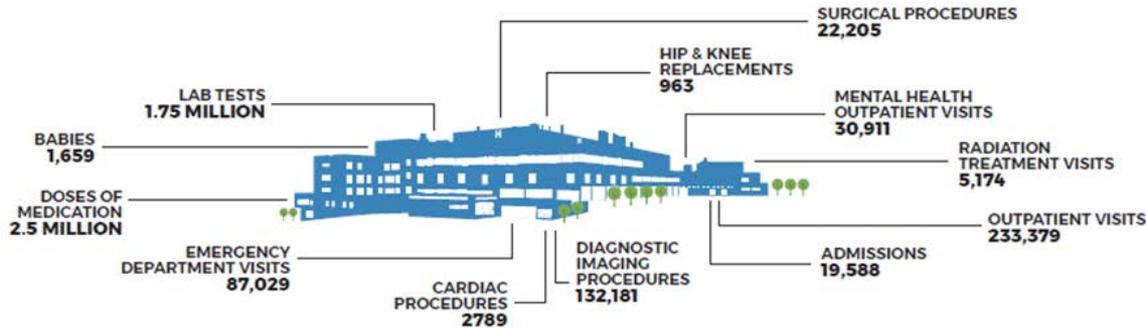
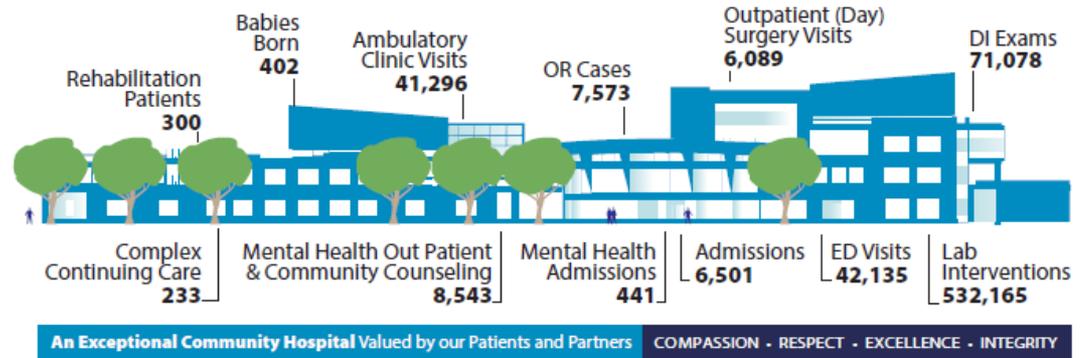
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Who We Are



ROSS MEMORIAL HOSPITAL
Kawartha Lakes



PRHC
Peterborough Regional Health Centre

We are a regional hospital building healthier communities with our patients and partners.

Guided by you · Doing it right · Depend on us



ROSS MEMORIAL HOSPITAL
Kawartha Lakes

PRHC
Peterborough Regional Health Centre

From Collaboration to Integration

- PRHC and RMH already have a **strong partnership** and **currently collaborate in the best interest of patients** in areas such as diagnostic imaging, lab medicine, dialysis services, mental health, obstetrics, pediatrics, ophthalmology and orthopedics. The two hospitals have also established a shared Vice President and Chief Financial Officer position.
- In a time of growing healthcare needs and fiscal constraint, we must continue to adapt and innovate in order to continue to meet commitments to our **patients, communities and other stakeholders**.
- Under the current provincial legislation, all hospitals have a **legal duty to explore opportunities for integration** of the services they provide to patients.
- The hospitals' leadership recognize that the exploration of integration opportunities will lead to **improved sustainability** and an ability to continue to **expand programs and services for patients** in an era of transformation within Ontario's healthcare system.
- In alignment with the principles noted above, on March 28, 2018, the **Central East Local Health Integration Network (LHIN)** Board of Directors passed a motion directing PRHC and RMH to **explore opportunities for integration** between the two organizations.



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Stronger Together – Our Shared Vision

Delivering the highest standard of care is a shared goal for PRHC and RMH. The proposed Integration will bring us together into a single hospital network with two sites, and will **enable both sites to sustain and improve the high-quality care we provide to patients** by achieving our **shared vision** of:



1. **Advancing high quality care in our region.** By coming together to attract resources, PRHC and RMH will have far more opportunities to expand services, and to enhance access to sustainable, equitable, and local service delivery for patients in our communities.



2. **Strengthening our voice.** As an integrated hospital network, PRHC and RMH will be in the top tier of large community hospitals in Ontario. This will give the new hospital network a stronger voice in attracting new programming and resources from the Central East LHIN and the province and will enable us to provide better care closer to home.



3. **Strengthening our ability to recruit.** With a limited pool of available healthcare leaders, professionals, and staff, integrating will enable PRHC and RMH to recruit as one larger—and more attractive—place to work. Joining together and adding in new programming will enhance our attractiveness to prospective employees.



4. **Positioning us for a successful future.** By thinking beyond the current state and developing a shared, bold vision for the future, PRHC and RMH will be better positioned to anticipate and provide for the changing population based health needs of our patients.



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Community Engagement and Communications: Our Activities Completed to Date and Key Outcomes

- The communication plan incorporated the communication strategies leading up to and immediately following the public announcement of the integration discussions between PRHC and RMH on April 24.
- The plan included **internal messaging** delivered via memos and special meetings, pages on **hospital intranets to provide a one-stop information “hub” for staff**, and anonymous drop boxes and mirrored email addresses to submit questions / concerns.
- Key methods have included **education sessions and meetings** with leadership, staff and professional staff; presentations to councils; meetings with Foundations and presentations to Foundation Boards; regular updates shared with leadership and staff; and phone calls to key partners / stakeholders.
- External messaging was shared through a **joint media release** which was posted on both hospital websites and social media pages. The hospitals have created dedicated **‘Exploring Integration’ pages on their websites** with email addresses to receive feedback.
- **To date, the response to these early communications has been generally positive and joint presentations to councils in both geographies were well received.**
- Very nominal feedback has been received through other channels (e.g. RMH has received three comments by phone or in person, outlining concerns regarding potential loss of service, culture, and donor-funded equipment to PRHC if Integration were to take place).

Media Response

“Coun. Sherry Senis called the move a step in the right direction. Her comments were echoed by fellow Selwyn representative Coun. Mary Smith...

Coun. Ron Gerrow also agreed the added synergy will help everyone, but aired concerns about sustainable funding. Ireland-Smith agreed nothing is guaranteed, but working together will put both hospitals in a better position.”

- *Hospital leaders update Peterborough County council on possible amalgamation, Peterborough Examiner (June 6, 2018)*

“The bigger-is-better formula does not always hold in health care... but this is a moderate step where two nearby hospitals can improve on their existing shared service model.”

- *Province has taken a sensible approach as Peterborough, Lindsay hospitals merge, Editorial, Peterborough Examiner (May 24, 2018)*



Community Engagement and Communications: Our Strategic Goals and Tactics



Strategic Goals

- Evolve key messages to ensure consistent communication and alignment of all work streams;
- Ensure that there is consistent and clear understanding of the purpose and rationale for the Integration and its benefits;
- Build commitment to the new organization and facilitate the championship of the change;
- Ensure ongoing and proactive communications through all phases of the Integration;
- Tailor the communication approach to the intended audiences, with the most appropriate sender through the most effective channels that encourage and enable feedback and collaboration;
- Design the delivery approach, depending on the message's sensitivity, urgency and audience, across a variety of formats and touch points so as to optimize reach;
- Design specific engagement opportunities for obtaining input and vehicles to address concerns; and,
- Actively seek feedback and ensure that the effectiveness of the communication is measured (i.e., are the messages being received and interpreted correctly).



Tactics

- The communication must be aligned so similar opportunities are available to stakeholders in each geography;
- Where possible, existing meetings and forums will be leveraged;
- It will be important to develop joint communication methods e.g., co-branded and/or delivered content and approaches;
- The timing of communications will be coordinated and synchronized; and,
- Concerns will be responded to in a timely and coordinated fashion.



Community Engagement and Communications: Our Stakeholders and Channels



Stakeholders



Key Channels



INTERNAL	<ul style="list-style-type: none"> - Patient and family advisory councils - Boards of Directors - Executive leadership - Directors / managers - Staff and unions - Professional staff - Foundations (Board members, leadership, and staff) - Auxiliary / volunteers - Plexxus 	<ul style="list-style-type: none"> - Board portals - Employee intranets – Dedicated information pages - Leveraging regular and convening special meetings - “Ask me anything” open sessions and town halls - Face-to-face meetings and information sessions - Coffee drop-ins for professional staff - Unit/staff meeting rounding - Anonymous Q&A drop boxes - Email: News, updates, Q&As - Presentations 	<p>Plus... General Channels <i>(for both internal and external stakeholders)</i></p> <ul style="list-style-type: none"> - Advertising - Website – dedicated information pages set up - Social media - Joint newsletter - Joint video blogs - Surveys - Email - integration@rmh.org integration@prhc.on.ca
EXTERNAL	<ul style="list-style-type: none"> - General public and patients - Health system regulatory and/or funding stakeholders - Political stakeholders - North East Cluster Hospitals - Primary Care / Family Health Teams / Family Health Organizations - Home and Community Care providers - Community health service providers - Emergency Medical Services (EMS) - Long-Term Care / Retirement Homes - Other non-health system partners (e.g. Police) - Media - Foundation donors 	<ul style="list-style-type: none"> - Town halls to be held in both communities - Stakeholder roundtables to be held in both communities - Road show presentations to councils - Existing forums/meetings with partners - Media releases/interviews 	

Community Engagement and Communications: Our Plan: A 4-Month Outlook (1 of 3)

Planned Activity	Audience	Description of Activity	June				July					
			Jun-4	Jun-11	Jun-18	25-Jun	2-Jul	9-Jul	16-Jul	23-Jul		
CE LHIN Board Meeting	Board Members	<ul style="list-style-type: none"> PRHC and RMH to present Directional Plan Discuss and review Directional Plan 										
Media Release: Directional Plan after submission to the CE LHIN	Media and Public	<ul style="list-style-type: none"> Announce the milestone achievement of the Directional Plan submission Key messages and upcoming stakeholder engagement opportunities 										
PRHC Annual General Meeting	Board and AGM Attendees (Public)	<ul style="list-style-type: none"> Year in Review highlights Key messages on Integration Open to the public 										
PRHC Annual Community Report	Internal, Public, and Media	<ul style="list-style-type: none"> Year in Review highlights Current key messages around Integration Insert in Peterborough Examiner and Peterborough This Week 										
RMH Annual General Meeting	Board and AGM Attendees (Public)	<ul style="list-style-type: none"> Year in Review highlights Key messages on Integration Open to the public 										
RMH Annual Report Summary	Internal, Public, and Media	<ul style="list-style-type: none"> Year in Review highlights Current key messages around Integration Insert communication 'Kawartha Lakes This Week' 										
Joint Advertising for Town Halls	Public, Community Agencies, and Media	<ul style="list-style-type: none"> Joint advertisements for public Town Halls Advertise on social media websites / include in joint publications 										

Ongoing regular communications via internet, intranet, websites, and social media

Legend	 Town Hall	 Newsletter	 Presentation	 Report	 Small group or individual discussion
	 Roundtable	 Surveys	 Media Release	 Social Media/Blog	 Invitation to attend

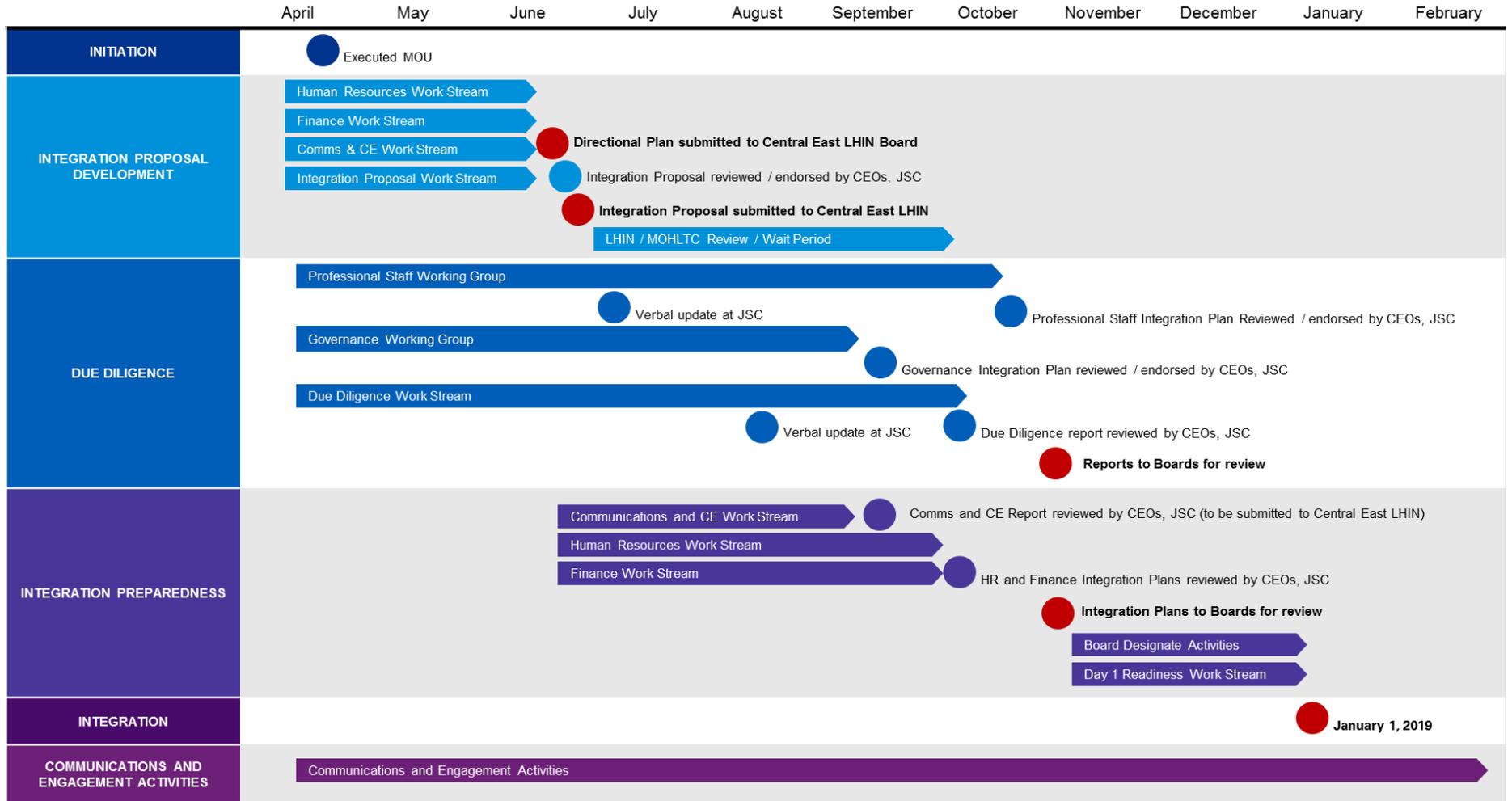
Community Engagement and Communications: Our Plan: A 4-Month Outlook (2 of 3)

Planned Activity	Audience	Description of Activity	June				July				August				September			
			Jun-4	Jun-11	Jun-18	25-Jun	2-Jul	9-Jul	16-Jul	23-Jul	30-Jul	6-Aug	13-Aug	20-Aug	27-Aug	3-Sep	10-Sep	17-Sep
Meetings with Key Influencers	MPPs, and other key influencers	<ul style="list-style-type: none"> CEOs will conduct individual meetings with key influencers to discuss integration activities and gather preliminary feedback 																
Stakeholder Roundtables (By Invitation)	Health Service Providers (e.g. FHTs, EMS, LTC) and Other Community Agencies (e.g. Police, Housing)	<ul style="list-style-type: none"> Conduct 4 Stakeholder Roundtables in both geographies Interactive conversations Gather input from attendees 																
Joint Town Halls	Public and Media	<ul style="list-style-type: none"> Conduct Town Halls in both geographies (details under development) Presentation and Q&A 																
Patient & Family Advisory Councils	Patients and Family	<ul style="list-style-type: none"> Presentations/Q&As 																
Joint CEO Video Blog	Internal and Public	<ul style="list-style-type: none"> Shared on intranets, websites and social media Key messages/details on public engagement 																
Online Survey	Internal, Public, and Media	<ul style="list-style-type: none"> Conduct survey for public input during July and August Online survey will focus on the following themes: <ol style="list-style-type: none"> What are your thoughts about this opportunity? What is your biggest concern about the possibility of integration? What questions would you like to have answered in future communications about this proposed Integration? 																

Ongoing regular communications via internet, intranet, websites, and social media

- Legend**
-  Town Hall
 -  Newsletter
 -  Presentation
 -  Report
 -  Small group or individual discussion
 -  Roundtable
 -  Surveys
 -  Media Release
 -  Social Media/Blog
 -  Invitation to attend

Overall Integration Work Plan



Next Steps

- Thorough legal and financial due diligence, as well as governance and professional staff planning, will continue over the course of the summer.
- The Integration Proposal to be submitted to the Central East LHIN will provide an overview of the current state and articulate the implications and benefits of the proposed Integration, including:
 - Financial implications
 - Human resource implications
 - Community engagement and communications plan
 - Risks and mitigation strategies
 - Plan forward
 - Recommendation from JSC
- The Integration Proposal will formally provide a notice of voluntary integration to the Central East LHIN.
- After the submission of the Directional Plan, community engagement and communications activities will continue.
- A supplementary summary report of community engagement and communications activities completed to date and key outcomes will be provided to the Central East LHIN on September 14, 2018, for presentation and discussion at the Board meeting of the Central East LHIN on September 26, 2018.

