

CANADIAN COLLEGE OF HEALTH LEADERS – Eastern Ontario Chapter Spotlight Profile

RANDY PENNEY,

President and CEO

Renfrew Victoria Hospital & St. Francis Memorial Hospital

Has there been a great change in the challenges that Renfrew Victoria Hospital has faced over the last 28 years?

What has allowed you to be successful in balancing growth and economics?

We have the responsibility in our roles and our professions

“No matter how small a change we can always do something for our patients to improve care”

The main challenge has always been economics. How do we continue to provide quality services to our community and continue to be responsive to the growing and changing needs.

The Renfrew Victoria Hospital is in a rural area and over the last 28 years we have grown from a budget of 6 million dollars to 45 million dollars. We have expanded services to our communities while maintaining a balanced budget.

to be “great leaders” and to respond to our patient’s needs.

The ability to grow and continue to balance a budget and be a high performer has a lot to do with the staff, physicians and volunteers who I work with. I have been fortunate enough in my career to have the right people in the organization supporting what we do. Having a team that has the same passion for patients and families and who believe in what we do.

Biography-in-Brief

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Randy has been the President and CEO at the Renfrew Victoria Hospital for the last 28 years - this makes Randy one of the longest serving CEO’s in the same facility in the Country. Randy’s career path began in healthcare at a young age as an elevator operator at St. Joseph’s Hospital. His family had a great influence on him and helped guide his career journey. Randy says, “I have been able to listen, observe and help/respond to the needs of the patient throughout my career and I feel fortunate to be in a position to do this.”

Renfrew Victoria Hospital has just completed a successful accreditation receiving 'exemplary' status – the highest possible ranking. Do you feel you have a higher expectation of your organization because you are also an accreditation surveyor?

I am passionate about accreditation and throughout my time as a surveyor both nationally and internationally I have witnessed the positive changes that accreditation has influenced. We have gone from being process centered to being client centered.

When I do a survey and I see some of the innovative strategies some organizations have in place, and I bring them back to the hospital. Do I expect more from us - no I do not, but I do expect us to provide the best possible health care experience for patients and their families.

When you think about your favorite book or movie, is there a theme that makes it your favorite?

When I think about my favorite movie it would be the "Shawshank Redemption." Aside from the fact that there are great actors in it - I would

have to say that the main character never gave up and there was always hope.

Any advice for those new to leadership in healthcare?

For those of us lucky enough to be in healthcare it is your opportunity to have an impact on your patients and families. Healthcare provides diverse opportunities both locally and internationally when we look at healthcare, the sky is the limit to what you can do and the reward is personal satisfaction and the knowledge of what you have accomplished.

As quoted by Winston Churchill, "we make a living by what we get, but we make a life by what we give."

Randy holds an Honours Bachelor of Arts Degree from the University of Toronto and a Master's in Health Administration Degree of the University of Ottawa.

In 1998, Randy was appointed President & CEO of St. Francis Memorial Hospital in Barry's Bay.

Randy has been a Surveyor with Accreditation Canada for over 26 years and served as Chairman of the Surveyor Advisory Committee for Accreditation Canada.

Randy is past chair of the Eastern Ontario Regional Laboratory Association (EORLA). He has also served on numerous Boards, including HIROC and Health Pro.

Randy has been the recipient of the Trudeau Medal from the University of Ottawa, the Preceptors Award from the Telfer School of Management, University of Ottawa, the Ontario Hospital Association's Small, Rural and Northern Healthcare Award and the Canadian Chapter of the American College of Healthcare Executives, Canada's 2016 Regent's Award.