



President & Chief Executive Officer and Senior Management Report May 18, 2021

Vice President – People and Transformation

Take a Video Tour of the NEW Facility in Green Bay Health Care Centre

As part of the communications strategy around the opening of the Green Bay Health Care Centre in Springdale, a Video Tour of the facility was developed and can be accessed on the Central Health webpage. This tool invites community members to ‘tour’ the new facility while maintaining public health guidelines.

Office of the Privacy Commissioner (OIPC) Annual Meeting – Stakeholder Meeting

The annual Central Health and OIPC meeting was conducted April 13, 2021. This meeting is a part of Central Health’s stakeholder engagement process. Central Health has developed a standard set of privacy indicators for monitoring to ensure opportunities for improvement are identified.

System Improvement - Data Quality

The Data Quality Team, within the Health, Privacy and Regulatory Oversight Department, has made linkages with provincial counterparts to support the growth of the data quality in the Electronic Medical Record (EMR).

Employee Recruitment/Retention/Wellness - Central Health Temporary Call-in Task Force

The Central Health Regional Temporary Call-in [TCI] Taskforce was formed in 2020 due to an identified need for recruitment and retention of temporary call-in clerks to sustain service delivery across multiple programs within Central Health. The identified gaps in available resources resulted in several opportunities to improve recruitment and retention of these vital roles. Centralizing recruitment of the positions was one improvement identified and implemented. All TCI recruitment is now centrally managed through Health Information Management (HIM), utilizing a system-wide approach for service sustainability across all program area. Recruitment opportunities have also been successfully realized through student placement opportunities within HIM through provisional offers of employment.

Utilizing Digital Technology to Improve Health Outcomes

Central Health is in initial stages of a partnership in a research study related to *Utilizing Digital Technology to Improve Health Outcomes*. Researchers have been engaged to lead this work and the next step involves the identification of private funding sources. This project aims to improve overall health and wellness in Central Newfoundland through intervention and movement, with the use of personal devices and or sponsored devices for participation in the study.

COVID Tabletop Exercises – Improving Our Response

Central Health is actively building a culture of emergency preparedness that includes the incorporation of virtual tabletop exercises. Two exercises were completed at CNRHC and JPMRHC to assess our preparedness for a COVID-suspect patient scenario. This exercise included diverse representation (approx. 40-50 representatives) including patient experience advisors, front-line staff, program expertise, operational staff, and various managers and organizational leaders. Each discussion segment encouraged the team to review strengths and potential gaps in the patient pathways.

Vice President – Integrated Health and Chief Nursing Executive

Person-Family-Centered Care

The Central Newfoundland Regional Health Centre (CNRHC) wayfinding meeting occurred on April 12, 2021. There were two Patient Family Advisors (PFAs) present who identified some of the challenges with access in our facilities. The importance of ensuring people with disabilities and being inclusive and cognizant of other languages were some of the priorities. Continued partnership with PFA's also occurred in other facilities on projects including beautification of the grounds and planning exercises for emergency preparedness tabletop exercises.

Better Care

Continued partnership with Home First to provide services to the clients in the Emergency Department and on the inpatient units for timely, safe discharge. Home First supports patients, clients and residents to facilitate care occurring in the right setting, with the right care provider, at the right time.

Better Health

- Public Health programming continues to focus service delivery on COVID-19 vaccine clinics throughout the Central Health region. Criteria for immunization is aligned with provincial direction.
- Green Bay Health Centre in Springdale opened to the public with full services on May 10, 2021.

Better Value through Improvement

- Working with Talent and Culture regarding Nursing Recruitment initiatives for Central Health. Current focus has been on recruiting for the James Paton Memorial Regional Health Centre (JPMRHC), along with continued offers of employment for the P3 Long-Term Care facilities within Gander and Grand Falls-Windsor. Examples of targeted recruitment initiatives include:
 - Development of professional recruitment strategy with national public relations
 - Initiating new partnerships and building on the work of community-based groups such as Community Advisory Committees
 - Engagement of nursing agencies for relief coverage and permanent recruitment
 - Collaboration with RNUNL
 - Approved bursary offers to new RNs
 - Relocation allowances

Vice President – Corporate Services & Provincial Shared Services Supply

Financial Services

The Finance department has been busy this period in completion of yearend and working diligently to prepare for the auditors such that the audit process can be completed on time.

Budgeting

The budgeting staff continue to monitor the effect on spending that the Covid-19 response is having. Significant work has been done on the Personal Protective Equipment (PPE) forecast. The work on the operational budget for 2021/2022 continues with a concentration on the budget needs of the additional long-term care beds.

Engineering and Support Services

Covid19 Vaccine Clinic Support

Engineering and support services through the Biomedical division have been providing logistical and technical support for the vaccine clinics. These have been ramping up and this support will continue well into the summer.

Major Projects

While there have been some slight delays due to the Province going into Alert level 5 in February the following are the major projects estimated completion dates,

New Green Bay Health Centre

The construction for this new facility is in the process of moving into the new facility and will be fully completed by Wednesday, May 12, 2021. Coordination with all stakeholders has been going well with a great team in place to support all departments.

Dr. Hugh Twomey Health Center 20 Bed Protective Care

The 20-bed extension is completed with residents moved and we are 50% completed with the renovations to the unit b at the DHTHC and anticipate being fully completed by the end of May.

P3 GFW & Gander

Facility commencement targeted date has been delayed but we are working in collaboration with Project Co. and the Department of Transportation and Infrastructure to finalize the work through the turnover process

Provincial Shared Services - Supply Chain

Supply chain is working on provincial inventory management with an emphasis on the Personal Protective Equipment (PPE) stockpile and warehouse needs

Vice President – Medical Services

Pharmacy Department

Medication Reconciliation/Best Possible Medication History (BPMH) Collection in ED's

Expansion of service ongoing, including virtual BPMH collection in category B sites. Positive feedback from patients and families has been significant. Many patient safety improvements, cost savings and reduction of waste are seen with this program.

COVID Vaccinations

Clinical Pharmacists at Central Health are well positioned to assist in mass immunization programs for COVID-19 when it is available.

Implementation of Allergies v2.0

Upgrade to a new allergy management process leading to reduced errors and positive patient outcomes.

Medical Imaging

- Waitlists continue to decrease post-Alert Level 5.
- The medical imaging unit at Springdale has been installed and ready for applications training and use May 10.

CPRS Department

Echo wait list continues to improve.

Quality Improvement Initiatives

- Waitlist Management Shifting to Regional Centralized Intake
 - Stress testing
 - Pulmonary Functions
 - Audiology
 - Speech Language Pathology

Laboratory Medicine

- Successful validation of equipment after moving into the new facility in Springdale.

Medical Services

- Physician leadership
 - All leadership positions have been posted with some interviews ongoing
- Physician Data System – implemented
 - Ongoing development to meet program needs.

Physician Recruitment

- Recruitment and Retention
 - Bursary working group met to review bursary applications and provide approval recommendation to Department of Health.
 - Rural recruitment and retention strategies:

- Working to engage community through CACs to identify incentives to support engaging locums from with CH and province to coverage service gaps.
- Medical Services partnered with People and Culture on National PR engagement. Initial engagement complete with plan ready for SMT.
- Engaged with CanAm to focus on short term recruitment for family medicine. Change order made to CanAm contract to engage with Swinney Marketing to target work on rural family medicine.
- Presentation planned in May to Rural Interest group.

	CH Required # (FTEs)	Actual # (on the ground)	CH Deficit # (FTEs)	Vacancy Rate
Rural Total Physicians	41	35	6	14.6%
GFW Total Physicians	73.45	65.45	8	10.9%
Gander Total Physicians	57.1	50.1	7	12.3%
Total Physicians	171.55	150.55	21	12.2%