



## ***President & Chief Executive Officer and Senior Management Report November 17, 2020***

### ***Vice President – People and Transformation***

#### ***Information, Privacy & Regulatory Oversight***

##### ***Policy Tool Development and Management Framework Approved***

Work has been completed on Central Health Policy Tool Development and Management Framework and it has been approved by the Senior Management Team. The next step is to develop an implementation plan.

##### ***Strengthening Processes & Partnerships***

Work is ongoing to support the development and implementation of a virtual care framework to increase service accessibility through integration of digital and virtual health technologies. A project prioritization matrix and central intake process for coordination of projects across Central Health and in partnership with the Newfoundland and Labrador Centre for Health Information (NLCHI) has been developed.

##### ***System Improvement Initiatives***

There are several initiatives underway:

- Health Information Management has partnered with a Patient Experience Advisor to champion the remote registration initiative with North Haven Manor in Lewisporte.
- A remote registration process is under development with the Mental Health and Addictions Services, Mobile Crisis Response Team, to ensure accurate and timely registration.
- Health Information Management has engaged physicians throughout the region with an approved quality improvement initiative to reduce report mail outs. The Department is in the process of identifying physicians who wish to cease mail out of Health Information Management Transcribed Reports, that is available to the physicians in the electronic medical record (EMR).

#### ***People & Culture***

##### ***Recruitment Efforts***

A Student Registry, to house a database of potential job applicants, has been built through a partnership between Central Health and NLCHI.

In the past month, a position was posted to focus on staffing for the new long term care facilities and a request for proposals was sent to the market to engage a recruitment/agency firm to help fill nursing positions and other hard to fill positions. HR staff also recently attended a virtual career fair and we are hopeful this will prove successful. We are building the capacity to undertake recruitment in a more strategic manner.

#### Disability Management – Assessing the Current State to Find Areas for Improvement

From a disability management perspective, there have been ongoing case reviews to fill roles required for the COVID response i.e. facility screeners. This has resulted in a number of employees' successfully transitioning back to work with various medical accommodations. Further, a Request for Proposals was posted and awarded to the Reed Group to undertake an external review of disability management services. A kickoff meeting is being scheduled.

#### Staff Training

While training slowed down during the height of COVID, our Professional Development team was busy with new staff orientations and supporting the implementation of a new provincial Learning Management System (LMS). Since September there has been increased focus on all staff mandatory training requirements being up to date.

#### Engagement Survey for Employees/Physicians

An external Employee/Physician Engagement Survey will be rolled out in November, the results of which will be communicated across the organization in early winter and form the basis of a comprehensive engagement strategy for 2020-2023.

### Quality, Planning & Performance

#### Strategic Planning 2020-2023

The Central Health Strategic Plan 2020-2023 has been submitted to the Department for the required review. The 2019-2020 Annual Report has also been submitted for review. The Strategic Planning Steering Committee met on October 30, 2020.

#### Automated Notification System (ANS) – Reducing No-Show Appointments

The ANS for appointment reminders that serves to notify our patients/clients of upcoming appointments by phone call, text or email was turned off during the COVID response given the reduced level of services. Endoscopy, Medical Imaging and Cardiopulmonary Services have all resumed automated notification appointment reminders.

#### Client Navigation Service – Responding to the External Review and Patient Need

A recommendation of the External Report, the Client Navigation service is now formally available for patients and their families. Internal and external communications supported this launch with a focus on social media and information resources that have been posted throughout Central Health

#### Rural Transfer Committee – Improving the Quality of Care

The Rural Transfer Committee met on October 21, 2020. The Draft Transfer Policy has been completed and approved by the committee. This will now be sent to the Policy Advisory Committee.

## Vice President – Integrated Health and Chief Nursing Executive

### Person and Family Centered Care

- Recruitment of Audiologists continue to be a challenge, however, with the addition of an Audiology Technician, hearing aid repair wait times are reduced by about 14 weeks. This supports an enhanced access for the client population.

### Better Value

- All laboratories within Central Health have successfully achieved the *Institute of Quality Management in Healthcare* accreditation. This accreditation will expire in 2024, with a mid-cycle visit to the organization in 2021.
- Central Health, in partnership with the Department of Health and Community Services, has initiated a *Dementia Care Project* that will support individuals with moderate, to advanced, dementia in their home. This project will require collaboration of the health care team to ensure success as part of primary health care renewal. More details to be forthcoming as plans are finalized.
- Accreditation for the *Breast Screening program* and *Mammography* at JPMRHC remains in good standing. Yearly review of documentation and images were approved by Canadian Association of Radiologists.

### Better Health

- Wellness Webinars for Older Adults launched during Mental Illness Awareness Week (October 4-10, 2020), with the theme of “No Health without Mental Health”. Program goals include maintaining connections with the older adult population given the restrictions due to COVID-19 and address identified needs. Many older adult groups are not meeting face-face since COVID-19 and there has been ongoing interest in resources for caregivers; stress and coping; knowledge of available resources.
- Central Health has formed a *Community Advisory Advocacy Committee* within the Coast of Bays. This committee is focused on improving health care services across a broad spectrum. The overarching focus is centered around providing a *sustainable* health care service that leverages current resources, with maximum potential for all residents on the Coast of Bays. Members consist of Central Health Physicians, Employees, and Leadership, Department of Health and Community Services representation, Community Leaders and Health Care Advocates. This committee will submit their recommendations forward in the coming weeks for consideration.
- Influenza Update:

	Number of Vaccines reported to have been administered					Last Year's comparison as of Nov 5 2019
	Pharmacy (as of end of day Nov 5)	Meditech (as of end of day Nov 5)	EMR (as of end of day Oct 31)	Non EMR physicians (as of end of day Nov 4)	2020 Total (Nov 5)	
Central Health	10,694	189	6,334	261	17,478	10,181

## ***Vice President – Corporate Services & Provincial Shared Services Supply***

### ***Engineering and Support Services***

#### ***Projects***

- The long-term care P3 projects are going well and we are having regular meetings on the operation of the facilities. We are still on track for a projected facility commissioning of May 2021 with residents in by July 2021.
- The Central Newfoundland Regional Health Centre Parking lot project has been completed with additional parking spaces added, and a new area designated for patient parking only closer to the facility.
- The other two major projects, new Green Bay Health Centre and 20 bed extension to Dr. Hugh Twomey Health Centre are experiencing delays. These delays deal with the contractor's work and are unavoidable. We are working with the contractors on these issues. We are also continuing to work with the steering committee on the transition into this new facility.
- There have been several initiatives supporting clinics in Central Health
  - Supporting the setup of drive through flu clinic for Grand Falls-Windsor.
  - Continue to work with on Non-Emergent Acute Care (NEAC) clinics in both Gander and Grand Falls-Windsor. Providing housekeeping and other services, supplies and infrastructure requirements.
  - Working with clinical teams around development of Influenza Like Illness clinics in both Central Newfoundland Regional Health Centre , James Paton Memorial Regional Health Centre and rural sites Central Newfoundland Regional Health Centre and James Paton Memorial Regional Health Centre will be ready to operate from an infrastructure perspective within first two weeks of November

#### ***Food Services***

- This past summer, the food service department at Central Newfoundland Regional Health Centre changed the way they provide service to patients towards a more patient centred approach. A food operations supervisor now visits each patient daily to offer them choice for breakfast, lunch and supper. Patients are very receptive of this change and happy to be able to choose between options for their meals.
- Over the past couple of months, the food service department has been sourcing some local produce to use in the food served to patients and residents. Produce has been sourced from food safe approved suppliers when in season from farms in central Newfoundland. Two recent produce items served were turnip and broccoli.

#### ***Environmental Services***

- Alert level 2 has seen significant workload increase for housekeeping and laundry throughout the region. There are demands for extra cleaning in all areas after visitations, in common/waiting areas, and in heavy traffic areas.

#### ***Provincial Shared Services - Supply Chain***

- For the last seven months Shared Services Supply Chain has concentrated on the logistics involved with sourcing and procuring and delivering Personal Protective Equipment (PPE) to the Health

System as a whole. With our partners the Government of Newfoundland and Labrador, the Newfoundland and Labrador Centre for Health Information we have managed to deliver on needed PPE. We have also engaged through Eastern Health with such organizations as Memorial University of Newfoundland and Labrador and TaskforceNL to develop local solutions to the PPE needs of the system. The results of these activities have meant that Supply Chain is nearing completion of its goal to have a six-month stockpile of PPE as a preventative measure against COVID-19.

### Financial Services

- Staff returned to the office in September and we are currently working with those who wish to avail of formalized Work from Home (WFH) arrangements. In addition to being a progressive practice in allowing staff to avail of a WFH option, it also puts the financial services department in a better prepared position if there is a second wave.
- As of September, Central Health started accepting payments through banks, whether through online banking or in-person at the banks, for acute and LTC bills.

## Vice President – Medical Services

### Better Value Through Improvement

- Physician leadership positions were posted, applications have been received and candidate interviews are being scheduled.
- New electronic application developed by IMaT is nearing completion. The app is to be used to house physician demographics and the status of credentialing and privileging. This will line up with the new credentialing and privileging process as per the new bylaws. On target to go live when new bylaws are implemented.
- Medical Services are implementing new software to support efficient onboarding and privileging processes.
- Draft Medical Staff Bylaws undergoing final review before going through formal approval processes

### Better Health: Better Care

#### Physician Recruitment:

- Filled all vacancies in the hospitalist program in JPMRHC over the last few of months. Another new internist hired for JPMRHC to start in December. Offer extended and accepted for new pediatrician, start date pending immigration process.
- New position approved called 'Care of the Elderly' in Family Medicine. The position will support some of CH's key strategies in increasing quality care for our frail elderly.
- New temporary position approved for a Clinical Associate for Obstetrics Gynecology at JPMRHC. This position will support the Obstetrician Gynecologists until another Obstetrician Gynecologist can be recruited.
- New psychiatrist due to start in JPMRHC next month who will be providing some pediatric psychiatry services.
- Vacancies filled in Fogo Island and Harbour Breton (physicians for Harbour Breton due to start in December).

### **Physician Positions Update** (as of October 30, 2020)

\*Numbers are reflective of a snapshot in time and not indicative of resignations received or future anticipated needs due to leaves of absences etc. For example, there are 3 resignations for November, but these physicians are still in their roles currently, so this would not yet be appreciated in this report.

\*Total number of physician FTE positions refers to the total number of salaried physician positions in Central Health in addition to the estimated number of FFS positions. It is important to note that FFS positions are based on historical numbers in a given specialty. FFS positions can vary considerably and the ideal number of FFS physicians for specialists and family medicine have not been determined for CH.

\*Total number of filled physician FTE positions reflects the physicians occupying the positions at the present time. It does not account for upcoming movement resulting from resignations pending.

\*Total number of physician vacancies refers to a position where there is no full-time physician in the position at the present time. The position is vacated. However, it does not reflect if there is a physician hired to move into the position. Physicians off on extended leave would not appear as a vacancy.

- Total Number of Physician FTE Positions – 173.55
- Total Number of Filled Physician FTE Positions – 151.55
- Total Number of Physician FTE Vacancies – 22

### **Summary of Physician FTE Vacancies**

<b>Department</b>	<b>JPMRHC</b>	<b>CNRHC</b>	<b>Rural</b>
Radiology	1	0	
Pediatrics	1	1	Botwood
Ob/Gyn	1	0	St. Alban's
Pathology	1	0	Springdale
Anesthesia	2	1	Harbour Breton
Internal Medicine	1	1	Harbour Breton
Psychiatry	1	1	
Palliative Care	NA	1	
Surgery	1	0	
FM/Hospitalist	0	1	
Dermatology	NA	1	
Urology	NA	1	
<b>Totals</b>	<b>9</b>	<b>8</b>	<b>5</b>

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	<b><i>CH Required # (FTEs)</i></b>	<b><i>Actual # (on the ground)</i></b>	<b><i>CH Deficit # (FTEs)</i></b>	<b><i>Vacancy Rate</i></b>
Rural Total Physicians	42	37	5	11.9%
GFW Total Physicians	73.45	65.45	8	10.9%
Gander Total Physicians	58.1	49.1	9	15.5%
<b><i>Total Physicians</i></b>	<b><i>173.55</i></b>	<b><i>151.55</i></b>	<b><i>22</i></b>	<b><i>12.7%</i></b>