



President & Chief Executive Officer and Senior Management Report January 26, 2021

Vice President – People and Transformation

Quality, Planning & Performance

- The 2020-2023 Central Health Strategic Plan and 2019-2020 Annual Report were tabled in the House of Assembly in December 2020. An internal communication plan is now being developed and will be implemented within the next month.
- The Quality, Planning and Performance Department is actively recruiting a “Patient Safety Officer” position which will primarily be responsible for the development, implementation and evaluation of Central Health’s Patient Safety Plan, along with other required organizational practices (ROPs).
- The next Accreditation on-site survey has been confirmed for September 2022. Plans are now underway to conduct clinical, leadership and governance self-assessment standards surveys to identify gaps and areas for improvement.

Information, Privacy & Regulatory Oversight

- To implement remote registration at the Lewisporte After Hours Clinic in Lewisporte the existing work schedules at Health Information Management (HIM) Staff at JPMRHC are being realigned in partnership with employees. The realignment of schedules within the HIM team will support safe, effective, and timely service delivery.
- The Electronic Medical Record (EMR) Report Printing Cessation Project is complete. Printed patient report distribution via mail has now stopped for all physicians on the EMR who have requested to access specific reports via EMR or other electronic means. This initiative reduces paper records, reduces costs and the possibility of privacy breaches.
- The Central Health Senior Management Team recently approved the purchase of Paradigm. This system will serve as an organization-wide Document Management and Control System (DMCS) for policies. The Paradigm system aligns with Central Health's strategic goal of system improvement and better value through the optimization of resources, partnerships and technology. This system will also assist with organization-wide regulatory oversight documentation such as AG reporting, OPIC privacy recommendations, government directives, OHS orders, etc. The Information, Privacy and Regulatory Oversight team have begun consultations with Supply Chain Management to determine the process needed to purchase this system.
- Central Health has thousands of paper charts that are stored in a number of locations. Digital record options are currently being explored to eliminate long-term record storage costs and to improve easy and quicker access to the chart when it is needed. Scanning of active records at CNRHC will reduce required record storage square footage requirements and support

redevelopment efforts at the site. Further, a project is being explored that would see Central Health scanning finance and other support services records.

People & Culture

- The comprehensive review of the disability management system is underway and on schedule to be concluded by the end of February 2021, as per the commitment in the Strategic Plan.
- A comprehensive strategic recruitment plan has been developed for Central Health. The plan has three main goals: raise awareness that Central Health is growing and actively hiring, to increase the number of applicants and fill immediate and anticipated vacancies. The plan focuses on short-term recruitment for the new long-term care facilities and current vacancies and details a longer-term strategy.
- Central Health continues to implement training related to respect and civility in the workplace. The *Civil Workspaces* training is being offered to the leadership throughout Central Health in the coming months. *The Working Mind* training also continues to be offered to leaders and front-line staff. This program is focused on mental health and wellness. These training opportunities will help support a safe and healthy workplace.

Vice President – Integrated Health and Chief Nursing Executive

Person and Family Centered Care

- COVID-19 tabletop exercise completed with Conne River Health and Social Services (CRHSS) team, in consultation with Indigenous Services Canada (ISC) and First Nations and Inuit Health Branch (FNIHB). The exercise was facilitated by ISC and included a scenario that the group worked through. Various Central Health team members were engaged as well as our regional Medical Officer of Health, Dr. Monica Dutt.
- Collaboration also occurring with CRHSS team regarding COVID-19 immunization plan.

Better Value

- New Medical Management Quality Improvement (MMQI) accreditation standards include significant practice changes for Pharmacy and Nursing Services:
 - Expansion of clinical pharmacists on interdisciplinary teams
 - Auditing requirements
 - Restriction on use of multi-dose vials of medications

Better Health

- The Grand Falls-Windsor Public Health team successfully immunized 160 health care workers during an impromptu vaccination clinic on January 7, 2021, after a cold chain break with the first COVID-19 vaccine shipment. As a result of the cold chain break, the vaccine went to a temperature that prevented longer storage of the vaccine and it was required to be administered within a 6-hour timeframe.
- Significant progress has been made in our ability to effectively ship Pfizer covid-19 vaccines. Support has been received from Engineering and Support Services leadership and team in regards to logistics around shipping. Following the continuous improvement approach, changes have been made which have maintained successful, stable vaccine temperatures during transport.

- Central Health immunized the first Long-Term Care (LTC) residents provincially on January 11, 2021. Great collaboration with the Public Health team and LTC leadership and staff. There were 96 and 45 residents vaccinated at Lakeside Homes and Carmelite, respectively. Our residents also made the news and did a wonderful job!!
- All 975 COVID-19 doses of the first shipment were used with the initial immunization clinics with zero wastage.

Better Care

- On-site COVID-19 testing clinic was implemented in Harbour Breton related to COVID-19 investigation in December 2020. There was opportunity to utilize two rapid response tests at that time which allowed for an enhanced response for contact tracing and follow-up for those with presumptive positive test results. There was collaboration with provincial consultants, and the Central Health team throughout implementation. The Laboratory Services Point of Care Coordinator was instrumental in providing staff education.
- In collaboration with provincial consultants, Central Health will be introducing the Long-Term Care (LTC) audit tool as a mechanism to measure indicators of resident care. The indicators will include assessment of pressure ulcers, weight loss and personal care. Each resident will be assessed quarterly, and subsequent findings will be submitted through a provincial reporting structure. The audit tool will be implemented in January 2021.

Vice President – Corporate Services & Provincial Shared Services Supply

Financial Services

We continue to see progress on accepting payments through online banking or in person at banks. There has been increasing acceptance and uptake in using this method of payment. We are working with the banks and the Newfoundland Centre for Health Information to work towards automating the application of these payments to billings.

Budgeting

This month Engineering and Support Services completed the capital budget for fiscal year 2021/2022 and will be submitting to the Board for approval. Planning on the Operational Budget for fiscal 2021/2022 continues.

Engineering and Support Services

Covid19 Clinic Support

- Engineering and support services has been providing a high level of support to the Pfizer Vaccine rollout. The logistics and transportation of the vaccines requires a high level of technical expertise that maintenance and Biomedical staff have been providing. We continue to support the screening clinics, and these have been relatively busy over the December/January period. The department also responded to the need to deploy a screening clinic in Harbor Breton, within hours of being told to do so. This was done with great cooperation from Public Health and local staff at The Connaigre Peninsula Health Centre.

Projects

- The projects related to the expansion of long-term care beds in Grand Falls-Windsor, Gander, and Botwood are nearing completion. Work continues on the planning of commissioning of these projects with their respective steering committees.
- As noted in my last report considerable work continues in all sites on various projects that deal with building infrastructures. The engineering department has 69 projects that it is currently monitoring with approximately \$3.3 million of work in progress to the end of December.

Food Services

A new acute care menu was implemented at James Paton Memorial Regional Health Centre on November 30th. The new menu provides an increase in variety of meals served and is in-line with current menu items offered at Central Newfoundland Regional Health Centre. Overall, patient satisfaction scores show that patients are pleased with the new menu.

The Food Services department has partnered with a local chef to develop new Newfoundland and Labrador cuisine inspired recipes appropriate for use on our patient/resident menu and in retail services. The recipes have been served in the cafeterias at Central Newfoundland Regional Health Centre and James Paton Memorial Regional Health Centre and have been well received. They have been added to the patient menu at both sites for the month of January with planned roll out to rural sites to follow.

Provincial Shared Services - Supply Chain

As of January 7, 2021, the Provincial Shared Services Supply Chain is using MERX as its platform for the marketing and management of open calls (RFPs, tenders). This supports the Public Procurement Agency's (PPA) strategy to transition all public bodies to use this forum. This system improvement reduces several manual processes involved in the administration of open calls, allows for tighter documentation of processes and provides national coverage for all open calls.

Supply Chain continues to support the pandemic response. The sourcing and distribution of Personal Protective Equipment (PPE) is a priority as well as supporting clinical areas in the acquisition of treatment and vaccination supplies.

Vice President – Medical Services

Improvement Highlights:

- Physician leadership interviews for Department Chiefs positions posted in round 1 interviewed and conditional offers provided. Site Lead and Department Chief position interviews to be scheduled and complete by mid-February
- New electronic application developed by Information Management and Technology is nearing completion. The app is to be used to house physician demographics and credentialing/privileging status. This will line up with the new credentialing/privileging process as per the new bylaws. On target to go live when new bylaws are implemented.

- Department workplans (Clerk and Recruitment Management separated) with initial priority work identified and initiated. Quality Improvement work initiated with HIM Department and Risk Department

Physician Recruitment:

- CH Physician Recruitment & Retention committee re engaged and workplan drafted. Meetings to be booked regularly every 6-8 weeks.
- 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. Position filled and incumbent has started
- 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. Clinical Associate position offered and accepted
- Anesthesia- 2 recruits for Gander currently moving through LMIA process