



President & Chief Executive Officer and Senior Management Report October 22, 2019

Vice President – People and Transformation

Recruitment

Central Health has 17 fulltime RN vacancies that are difficult-to-fill. This is down from 22 vacancies after filling 5 fulltime vacancies in the past month. Of those 17, 6 are permanent and 11 are temporary.

Testing our Code Orange

On October 3, 2019, Central Health partnered with the Gander Airport Authority to test the Code Orange (response to a disaster). The code seen the involvement of several departments and ran from 1:00 – 3:30 p.m. The test went well with lessons learned for improvements in the Code Orange policy and demonstrated great team collaboration.

Scanning Paper Records to Meditech

Regional chart scanning implementation is currently underway within Central Health and will be introduced to Green Bay Health Center during fall 2019. This initiative will support digitalization and integration of health information within the electronic health record to ensure timely access to medical information to support clinical decision making and other secondary uses of personal health information. This integration will assist with legislative compliance related to disclosure of personal health information pursuant to the Personal Health Information Act. A Central Health implementation team has been formed, including facility/physician representatives and a project plan has been developed to support effective change leadership among identified stakeholders.

Infection Prevention & Control (IPAC)

The IPAC construction consulting process is now live on Archibus, an integrated workplace management system for infrastructure and facilities management. A project at JPMRHC is being trialed to identify any issues. Once the test site is completed, the process will then move forward throughout the region. This is a great partnership between Facilities, Management and Engineering and IPAC.

Client Navigator

A Client Navigator position was recently approved for posting. The position was recommended in the External Review and surveys conducted have confirmed the need for a general navigator that would help patients and clients navigate throughout the healthcare system.

3rd Physician Forum

On October 8, 2019, the 3rd Physician Forum was held at the Emmanuel Convention Center on the Lewisporte Highway. Approximately 40 Physicians, Board Trustees, and members of the Senior Management Team came together to hear about the new draft Medical Services Bylaws. A change in the bylaws and the physician leadership structure was a recommendation of the External Review. A committee of 10+ physicians has been leading the bylaw review.

Central Health Awarded a Leading Practice

Central Health was awarded a leading practice from Accreditation Canada for Procurement of the Best Possible Medication History in the Emergency Department by a Pharmacy Technician. Celebrations were held with the ER and Pharmacy Departments at CNRHC and JPMRHC. Great work!

Central Health Strategic Planning Workshop

Central Health held a Strategic Planning Workshop in Grand Falls-Windsor on September 28 and 29, 2019. This workshop brought together representations from Central Health, including the Senior Management Team, the Board of Trustees, Community Advisory Committee members, Patient and Family Advisory Council members, physicians and frontline staff, and other members of the CH Strategic Planning Steering Committee – the '5 Partners in Health'.

The aim of the workshop on the first day, was to review the current state through presentations of the environmental scan (where we are) and participate in discussions related to emerging ideas for the future (where we want to be). On the second day, the team focused on the broader strategic priorities of the organization, discussing Central Health's six core values and Central Health's Mission & Vision.

Amy Folkes and Vanessa Mercer-Oldford presented on the new strategic planning process and the environmental scan. There were three guest speakers: Dr. Aurel Schofield, who has collaborated with the World Health Organization on the Towards Unity for Health Strategy (TUFH), Dr. Roger Strasser, who has expertise in rural recruitment and retention, and Keith Taylor, a Patient Family Advisor from Thunder Bay.

Vice President – Integrated Health and Chief Nursing Executive

Person and Family Centered Care

- Discussions regarding the End PJ Paralysis initiative in acute care have been held with Person Family Centred Care Coordinator and Unit Manager. This initiative will be piloted on the Medical Unit at JPMRHC.
- Two meetings were held with Patient and Family Advisors regarding renovations to the Medical Imaging Department at CNRHC. Currently in the process of finalizing recommendations from those meetings into a plan and will have a final meeting with the advisors and staff to complete the proposal in the coming weeks.
- New Telehealth unit has been utilized in the A. M. Guy Memorial Health Centre in Buchans for multiple consultations since the installation and is working well.

Better Value

- A full day of education was provided to all Nurse Practitioners throughout the region on Friday, October 4th and offered to WH, LG and EH. Education comprised of several physician speakers, and other staff members from various programs that were able to share key pieces of information to the group. This was accompanied by poster board presentations that were shared with the group throughout the day.
- The Client Flow Working Group met on September 25th and discussed the utilization of Expected Date of Discharge (EDD) to assist in discharge planning in the targeted patients admitted with a diagnosis of COPD. Ongoing work will include design of Meditech intervention, reports and related education. Next meeting is scheduled for October 16th.
- Management at the Green Bay Health Centre has been meeting with HR Recruitment regarding two (2) new initiatives including travel nursing from outside agency as well as a Central Health travel nurse. Both initiatives have positive outlooks to improve recruitment and current staffing levels.
- All twelve (12) Central Health Laboratories just completed Institute for Quality Management in Healthcare accreditation visits. The IQMH report will be available in the next two (2) weeks. Central Health's Laboratory Medicine Program has 90 days to address non-conformances. A final decision on accreditation status is due early 2020.
- ER Quality Improvement Initiative for both CNRHC and JPMRHC is underway. Observations days by Quality Improvement Department are being planned for both ER's in October month.

Better Health

- **PEERS (Program for the Education and Enrichment of Relationship Skills) trainers** are in the process of developing an orientation/training for all BMS staff. The PEERS program is targeted to adolescents and adults living with Autism. PEERS trainers will also provide information sessions to other CSS staff.
- As part of our Age Friendly Initiative, Central Health has continued to partner with the Town of Springdale and Life Unlimited for Older Adults in becoming an inclusive and age friendly

community. This committee is pursuing recognition from the World Health Organization as members of this committee feel they are meeting the criteria to achieve Age Friendly status.

Better Care

- Information about Nursing Safety Huddles have been communicated throughout the region with the direction that each LTC and acute care unit implement the same in their program area.

Vice President – Medical Services

Person and Family Centered Care

Recruitment efforts are being made in Glovertown/Eastport Clinics as a vacancy exists. Medical Services has made arrangements to help fill in gaps in Glovertown to improve access.

Better Value Through Improvement

Improvement highlights:

- Recruitment agency contract signed
- 0.5 FTE Recruitment Manager hired to work from JPMRHC
- Family physician hired for BVPHC
- New hire for internal medicine for JPMRHC
- New family physician orientating in Grand Falls-Windsor

Physician Updates

(Positions/Vacancies/Credentials)

Physician Positions (as of October 15, 2019)

- Total Number of Physician FTE Positions – 173.55
- Total Number of Filled Physician FTE Positions – 159.15
- Total Number of Physician FTE Vacancies – 14.4

Location	Filled Positions	Vacant Positions
JPMRHC in Gander	50.7	7.4
CNRHC in Grand Falls-Windsor	66.45	4
Rural	42	3
Totals	159.15	14.4

Vice President – Corporate Services & Provincial Shared Services Supply

Accreditation 2019 Survey

Participated and presented on several standards during Accreditation Canada's survey of Leadership Standards. Successful meeting with surveyors and they noted the embedding of Person -and Family- Centered Care in corporate service functional areas and the implementation and use of our computerized maintenance system (CMMS called Archibus).

Finance & Fiscal Accountability

- Financial results to the end of August were released at the beginning of October. Central Health's deficit continued to grow and to the end of August stood at \$1.36 million. Variances in our offset revenue and supplies and services account for this deficit.
- Budget 2020/2021 guidelines have been issued by the Department of Health and Community Services. The guidelines detail a multiyear submission using the templates provided and reflect a status quo budget with continuation of current expenditure reduction measure.
- We have hired a new Budget Analyst to start the middle of October. As well we have formed a small working group to assist with processes around "financial performance". This working group task is to improve reporting for, variances, reduction target progress, indicator, and also identify financial needs and opportunities, etc.

Provincial Shared Services - Supply Chain

- Shared Services Supply Chain leadership team presented to the five CEO's, VP's and officials within the Department of Health and Community Services on October 11, 2019 in Gander on the current state of the supply chain project and its on-going operations.

Facility Maintenance and Engineering

- Current projects are on schedule. Planning for the parking lot redevelopment at CNRHC in Grand Falls-Windsor is in final stages and funding has been approved by the Department of Health and Community Services. The plan was tabled at the last Planning and Finance Committee meeting.

Housekeeping and Laundry Services

- There have been several site visits by the Director of Housekeeping and feedback is being analyzed to help with training and make adjustments to the housekeeping program.

VP Corporate Services Leadership Rounding

- During this period the VP Corporate Services spent a day at the Notre Dame Bay Memorial Health Centre. This day consisted of visiting and listening to frontline staff. Notable feedback from this was that they had a very busy summer with issues in staffing levels. It was also noted that the area has a lack of housing, so that makes it even harder to recruit staff.