



President & Chief Executive Officer and Senior Management Report January 28, 2020

Vice President – People and Transformation

Strategic Planning for 2020-2023

Phase 2 of the strategic planning process continued in December and January. Phase 2 was scheduled to be concluded in December however several engagement sessions had to be postponed due to inclement weather. The leadership came together on December 18, 2019 to review the proposed mission, values and philosophy as well to provide input on the four draft strategic issues. On January 13, 2020 a '5 Partner in Health' engagement session took place in Sandringham, on the Eastport Peninsula. On January 21, 2020 a session took place in Gander and on January 23, 2020 in Grand Falls-Windsor. A final session is planned for the St. Alban's area on February 13, 2020. The 5 partners have been fully engaged at the sessions and priorities have clearly emerged.

Staff Rewards and Recognition

In December 2019, Central Health showed its appreciation to staff and physicians throughout the region through the awarding of service awards and a staff appreciation dinner. Service awards were given to recognize 10, 15, 20, 25, 30, 35, and 40 years of service. The award events took place throughout the region with Directors and VPs presenting the awards.

Preventing Violence in the Workplace

On January 1, 2020, the VP of People and Transformation and the VP of Integrated Health and Chief Nurse, along with the two Central Health managers, attended a workplace symposium in St. John's. This event was a partnership event and was hosted by the ARNNL (nurse's union) and the Minister of Health and Community Services. The attendance was varied across many sectors. The event focused on understanding the lived experience of violence in healthcare and discussions included gaps, barriers, and solutions. There was a commitment to work together on this important issue. On January 1, 2020 the Occupational Health and Safety Act (OH&S) and Regulations were amended to include harassment and worker-on-worker violence. Work is continuing to ensure compliance with this legislation.

Vice President – Integrated Health and Chief Nursing Executive

Person and Family Centered Care

- The OBS unit at JPMRHC reopened on Monday, January 6, 2020. There was great support and collaboration from all team members to ensure that the unit opened on the target date. Simulation exercises were completed with OR Nursing staff regarding C-sections prior to opening and MDR

Manager, OR Manager and CF worked with JPMRHC Gynecologists to review all OB instrument sets before opening. The reopening of the unit will certainly enhance the patient experience and access to the service.

Better Value

- The new whiteboard for the care team area at CNRHC has arrived and been installed. CNRHC ER has been working on visual management.
- Doorways launched in the 9th site in the region on January 9th, in New-Wes-Valley. By the end of fiscal, the team will implement in one additional site and is actively examining other ways to provide services/expand reach of program.

Better Health

- Two physicians (Dr. R. Lush and Dr. F. Kamal) have been secured to do training for PD catheter inserts in April 2020. This will mean patients from Central Health will no longer have to travel to Eastern Health to have assessments and placements of PD catheters.

Better Care

- Alarm Course for OBS providers has been scheduled for January 25-26, 2020.
- Midwifery Program was implemented in December 2019 with three midwives. The fourth midwife will be on the ground the end of January 2020. This program will provide another option for expectant families in prenatal, labour and delivery and post-natal care.

Vice President – Corporate Services & Provincial Shared Services Supply

Provincial Shared Services - Supply Chain

- Health Shared Services Supply Chain focused on backfilling two management positions and putting in place the contract framework for the new procurement software. While we have had movement in the management position and are checking references.

Facility Maintenance and Engineering

- The Facility Maintenance and Engineering department continues to work on various projects in the region. The major Health capital projects, Green Bay Health Centre and the new Long-term Care additions are proceeding along as planned. The CNRHC Lab/Pharmacy project is now scheduled to go to tender in January 2020.

Food Services

- We are currently working with our Health Foundations on a fund-raising project featuring a celebrity chef(s) for the spring of 2020.

Vice President – Medical Services

Better Value

- One general surgeon and one internist started on January 13, 2020; initially as locums with a plan to move to full-time permanent.

- A new Recruitment Manager started in JPMRHC. We now have two Recruitment Managers, each at 0.5 FTE, with one in each site.
- Work relating to Medical Staff Bylaws continues. A Project Manager is in place to assist with transition and change management. Physician leadership job postings, interviews and hiring process will be underway in the coming weeks.

Physician Recruitment

- CH remains heavily locum dependent, but we will see some stability in the areas of general surgery and internal medicine at JPMRHC very soon.
- Work with CanAm (CH exclusive third-party recruitment agency) to post vacancies and fill positions is ongoing.
- Recent resignations in the hospitalist program resulting in pressure to find adequate coverage for medical inpatients. Issue at both JPMRHC and CNRHC.
- Medium to long-term outlook for physician services in rural communities is looking challenging and will require innovative service delivery approaches.
- Recruitment and Retention Committee is to begin meeting again in this new year.

Physician Positions (as of January 20, 2020)

- Total Number of Physician FTE Positions – 173.55
- Total Number of Filled Physician FTE Positions – 156.15
- Total Number of Physician FTE Vacancies – 17.4

| Location | Filled Positions | Vacant Positions |
|------------------------------|-------------------------|-------------------------|
| JPMRHC in Gander | 49.7 | 8.4 |
| CNRHC in Grand Falls-Windsor | 65.45 | 6 |
| Rural | 41 | 3 |
| Totals | 156.15 | 17.4 |

Summary of Filled Physician FTE Positions - Referral Centres

| Position Type | JPMRHC | CNRHC |
|----------------------|---------------|--------------|
| Specialties | 27.7 | 36.65 |
| Emergency Medicine | 5 | 5 |
| Family Medicine | 14 | 22.8 |
| Hospitalists | 1 | 1 |
| Surgical Assist | 2 | 0 |
| Totals | 49.7 | 65.45 |

Summary of Physician FTE Vacancies

| Department | JPMRHC | CNRHC | Rural |
|-------------------|---------------|--------------|--------------|
| Radiology | 1 | 1 | |
| Pediatrics | 0 | 1 | Glovertown |
| Ob/Gyn | 0.4 | 0 | St. Alban's |
| Pathology | 1 | 0 | Brookfield |
| Anesthesia | 1 | 1 | |
| Internal Medicine | 1 | 1 | |
| Psychiatry | 1 | 0 | |
| Palliative Care | 0 | 1 | |
| Surgery | 1 | 0 | |
| FM/Hospitalist | 2 | 1 | |
| Totals | 8.4 | 6 | 3 |