



President & Chief Executive Officer and Senior Management Report April 6, 2021

Vice President – People and Transformation

Enhancing the Privacy Culture

Given Central Health's responsibility as a custodian of personal information and personal health information, several initiatives are ongoing aimed at enhancing the privacy culture throughout the organization. The Central Health privacy office has revised its *Privacy Walk Rounds Checklist* as a resource for managers and employees. The first virtual Privacy Walk Round, using the new *Privacy Walk Rounds Checklist* as a standard guide, was conducted within Health Information Management at the CNRHC, in partnership with a Patient Experience Advisor. It was reported as a success by all involved. The Privacy Walk Rounds will roll out to all sites in the coming months.

Health Information Management Quality Improvement – Scanning of Historical Medical Records

Health Information Management [HIM] has adopted an industry standard Information Management Framework to support the management of records in the custody or control of Central Health. A component of the *Information Governance Principles for Healthcare* is *record availability* to inform healthcare decision-making.

Effective March 3, 2021, Health Information Management has expanded its *scanning & archiving program* to include historical medical records currently stored in paper copy at CNRHC. This will also create much needed space for utilization for other purposes.

Patient Experience Advisors – Expanding the Reach of Patient Input and Partnership

Our Central Health Patient and Family Advisory Committee (PAC) continue to meet monthly engaging with various programs and services. Advisors are now team members on the Long-Term Care Quality Improvement Team and the Policy Advisory Committee. Most recently a Patient Advisor has partnered with the Internal Medicine Physician group at JPMRHC to bring the patient voice to this service area. Advisors continue to take part as co-panelist in leadership and physician leadership interviews. Along with participation in the Privacy Walk Rounds, a Patient Advisor has joined the COVID Preparedness Tabletop Exercises – both conducted virtually.

Implementing New Leadership Structure within People and Culture

Several leadership positions were posted in March that will allow for the structural change that will drive and foster the change needed to achieve goals and indicators laid out in the strategic plan. The workstreams of Human Resources/Employee Wellness, Health and Safety/Professional Development and Continuing Education were united as a single team, People and Culture, in January 2021; following the recruitment of a Senior Director for these programs in May 2020.

Improving Disability Management

Disability management continues to be a priority and the planned review of the disability management system has been completed on schedule, as per the commitment in the 2020-2023 Strategic Plan. The review was completed by the REED Group, an industry leader in disability management, following a request for proposal process. The review provides recommendations and a roadmap for improvement. The roadmap will be used as an action plan that will be monitored by the Resource Planning Committee of the Board of Trustees.

Recruitment Services

New recruitment strategies have been identified and documented in one comprehensive recruitment plan for Central Health. The plan outlines a multi-pronged approach to recruitment and builds on recommendations and feedback gained through the Central Health External Review, engagement with leadership and the iLead Team; as well from the 5-Partner Engagement Sessions held throughout the region as a part of the strategic planning process.

Vice President – Integrated Health and Chief Nursing Executive

Person and Family Centered Care

- White Boards at the patient bedside with Expected Date of Discharge (EDD) included has been installed on all inpatient units. EDD is currently being documented on in-patients with Chronic Obstructive Pulmonary Disease (COPD) and Pneumonia. This supports patient flow regarding length-of-stay and timely discharges.
- Inpatients in Acute Care who are 70+ (Medically Discharged or Alternate Level of Care) were offered COVID-19 immunization on March 19, 2021.

Better Health

- Central Health rolls out COVID-19 immunizations for residents 70 and 75+. Beginning on Sunday, March 28, 2021, the COVID-19 vaccine will be available for residents of Central Newfoundland aged 70 and 75+. Central Health is following provincial and national guidance on COVID-19 vaccination for priority populations. More information regarding continued implementation of COVID-19 vaccination clinics within the region will be shared in the coming weeks. While waiting for your opportunity for vaccination, and even after you have been vaccinated, it is important for everyone to continue to follow public health guidance to protect yourself, your loved ones, and your communities.

Better Care

- Cancer Care Program open to increasing the distance for clients to access the community disconnect service. Pilot site chosen for this initiative is Baie Verte. The Community Health Nursing Educator has completed education with Community Health Nursing and Acute/ER Department staff.
- Initial meeting held with Community Health Nursing, Professional Practice and Pharmacy to review requirements for community IV therapy to be provided in rural sites where the service is currently not offered. Plan is to review opportunities to provide services 7 days/week in select service areas.

Better Value Through Improvement

Implementation of new Intervention Services for Children, Youth and Adults is commencing including:

- Child and Youth Community Supports
Developmental Health Supports (2022); Supportive Services for Children; PASS – Provincial Autism Support Services (March 2021); Mental Health Bases Program
- Adult Disability Community Supports
Case Management; Behavioral Support; Employment Life Skills and Support; Residential & Home Support

Vice President – Corporate Services & Provincial Shared Services Supply

Financial Services

The Finance department has been busy this period with a number of files related to the payroll year end. This has involved processing the T4s, T4As, T2200s, and the T4As for essential worker education child support. It should be noted that Government did revise the Essential Worker Subsidy Payment eligibility criteria and that finance successfully revisited staff data and determined how many extra eligible employees were eligible for submission. This was submitted and approved by Government and paid out in March. The Finance department is also working with the various stakeholders on the financial setup for the LTC bed expansions opening this summer.

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 will be completed in April. There will be coordination with all stakeholders as the we get closer to commissioning and a moving date.
- Dr. Hugh Twomey Health Center 20 Bed Protective Care
The project is at commissioning stage. The project team has met to discuss implementation of moving Residents from Unit B to the New extension. a meeting is scheduled with local advisory committee to provide a full update on the 20-bed extension as well as the Unit B redevelopment.
- P3 GFW & Gander:

The work on this new facility will be complete in May. The equipment procurement is ongoing with priority given to delivery dates and lead time to ensure their alignment with Project Co. schedule.

Food Services

Planning is underway for food services for new LTC facilities in Gander and Grand Falls-Windsor. Meals will be served to all residents in a dining room setting. This model of food service delivery is resident focused allowing choice of what residents have for each meal as well as the time they eat their meal.

Provincial Shared Services - Supply Chain

Supply Chain continues to support the Covid-19 pandemic response through the provision of personal protective equipment (PPE).

Supply Chain compiled a comprehensive response – process documents, policies, written narrative response – to the Departments of Health & Finance in response to on-going RHA Inventory Audit work. This is significant because it is supporting the build of our provincial department and is advancing continuous improvement work in provincial inventory management.

Other significant accomplishments and ongoing work

- Arrival of wheelchair accessible bus for Harbour Breton at Central Newfoundland Regional Health Center for deployment.
- Ongoing tours with managers of different departments at new LTC sites. As the sites become more developed, we will engage steering committees and staff to complete tours, and this will be scheduled in the next month.
- Ongoing conversations with Managers as vision of collaborative approach to care to ensure we achieve PFCC approach to care.
- Assisted in Converting Central Newfoundland Regional Health Centre - 3A/ICU into a potential Covid 19 holding ward. This meets criteria for CSA and minimizes patient & staff exposure.

Vice President – Medical Services

Improvement Highlights

Physician Leadership

- Medical Staff Bylaws ready for approval and implementation
- Leadership positions were posted, interviews are nearing completion and appointments are pending

Physician Recruitment

Recruitment and Retention (R&R)

- Physician Recruitment and Retention Committee re-engaged with regular occurring meetings and workplan development. New members identified and engaged.
- Bursary program and working group process developed and reviewed by committee.

- Collaborative relationship with MUN focused on family medicine.
- First group of family physicians in Practice Readiness Assessment NL are starting April 19, 2021.
- Engaged with several communities to support and assist them with their role in recruitment. Primary reach out is done through CACs.
- Focus on both ongoing R&R and responding to urgent needs.
- Ongoing contract with CanAm – now requested to increase focus on in-Canada recruitment for family medicine.
- Anesthesia - 2 recruits for Gander with offers provided.
- Pediatrics
 - Offer accepted for GFW position
 - Offer in progress for Gander position
 - 2 x 3-month contracts to cover Gander maternity leave

	<i>CH Required # (FTEs)</i>	<i>Actual # (on the ground)</i>	<i>CH Deficit # (FTEs)</i>	<i>Vacancy Rate</i>
Rural Total Physicians	41	33	8	19.5%
GFW Total Physicians	72.95	64.95	8	11.0%
Gander Total Physicians	59.1	52.6	6.5	11.0%
<i>Total Physicians</i>	<i>173.05</i>	<i>150.55</i>	<i>22.5</i>	<i>13.0%</i>