



President & Chief Executive Officer and Senior Management Report January 31, 2023

Vice President – Integrated Health and Chief Nursing Executive

Our People

- Continued nursing shortages throughout the organization which impacts service delivery at times, particularly in rural ER facilities.
- Manager of Cardiopulmonary & Rehab Services will be away on a recruitment mission to Ottawa in mid-January. Visits will occur with several facilities to meet with Occupational Therapy, Physiotherapy, Rehab Assistant and Clerical students. A recruitment consultant and Nurse Manager will also attend. This is an excellent opportunity to meet with students, discuss employment opportunities and make students aware of what Central Health and the Newfoundland lifestyle have to offer.
- CNRHC Staff Appreciation Christmas dinner took place in December. It received many positive comments and was enjoyed by all who attended.

Quality Patient Experience

- Extended boarding times continuing in the Emergency Room at Category A sites given increased volumes and overcapacity on inpatient units.
- Program discussions happening with Therapeutic Recreation and St. John Ambulance program to introduce a therapy dog as part of recreational programming support at Lewisporte Health Centre.
- A revised palliative care admission assessment has been implemented within the organization. The tool is now more condensed and focuses specifically on palliative care needs, making the admission process easier for patients and families.
- As part of a continuous improvement approach, the Speech-Language team have temporarily changed their acute care inpatient hours up to 5 hours/day. This change will support further patient focused therapy outside of the assessment process which can enhance patient experience and patient readiness for discharge.

System Improvement

- Working with the Integrated Care Management team for process improvements regarding patient flow. Additional multidisciplinary team members attend huddles to discuss expected date of discharge (EDD) and discharge planning.
- Central Health is currently looking to install laboratory medicine instrumentation to further support respiratory virus panel testing at both the Central Newfoundland Regional Health Centre and James Paton Regional Memorial Health Centre. These instruments will provide more timely analysis for Influenza A and B, Respiratory Syncytial Virus (RSV), and COVID testing for those patients who require priority testing.

- Municipality meetings occurring on a regular basis to discuss updates regarding recruitment and retention and/or community collaborative teams.
- IV pump implementation at JPMRHC has been completed with a go live of Dec 14, 2022. Phase 2 roll out discussion/plan of IV Pumps for CNRHC have been initiated.
- Rural assessment enhancements (advanced airway management) will be rolled out for rural sites by the end of March 2023, along with education regarding simple suturing practices.
- Weekly meetings occur with Category A Site, Physician Leads and ER Leadership, to assess solutions to support overcapacity and patient flow.

Improved Health

- Continued conversations with acute care teams for timely diagnostics and receiving right care in the right place.
- School Health Promotion Liaison Consultant (SHPLC) and Regional Nutritionists continue to collaborate to introduce School administrators to the new School Food Guidelines.

Vice President – Corporate Services & Provincial Shared Services Supply

Overall

The changing seasons and year have meant continued work on the budget for 2023 -2024 as well as supporting operations to ensure sufficient human resources are in place to provide services. Specifically, the past month has seen an emphasis on working with the Dept. of People and Transformation and nursing operations in the management of the travel nursing contract. The budget has been submitted and we have been responding to various questions from the Department of Health on various specifics.

Provincial Shared Services – Supply Chain

Supply chain has been supporting various contracts across all Regional Health Authorities and continues to work on supply issues that are not expected to ease for the next year or so. Contract management and vendor relations is also an area of priority for this quarter with several contracts needing to be managed closely.

Budgeting

The budget process continued after the submission, with Central Health responding to various queries for Government. It should be noted that with the retirement of the Director of Budgeting, succession planning has ensured that the position has been back filled without a break in service from that department. Central Health along with the other Health Authorities has been asked to meet with Treasury Board in the last week of January to go over selected spending items and respond to questions. That process will be completed by the time this report is presented.

Financial Services

The Financial services department continued the work on calculations required for compensation changes that arose from recent union contract signings. We are pleased to note that while it took considerable effort all the timelines were met.

Engineering and Support Services

Engineering and Support services had a fairly quiet month for this time of year, noting that extra vigilance was placed on facilities during various adverse weather events over the month. The various projects under way proceeded as planned with no major variances in time or resources. The new year will see the Engineering department planning the next construction season by getting various documents together for tenders and other open calls. The bathroom Room monitors are still scheduled to be implemented in Gander and Grand Falls-Windsor and we will be working with Communications on getting this message out to internal and external stakeholders on their use.

Vice President – People and Transformation

Our People

- A community recruitment session is scheduled for January 17, 2023 in GFW to target administrative professionals to replenish the temporary call-in [TCI] pool for CNRHC. An initial meeting was held with People and Culture, December 15, 2022, to discuss planning and communications for an in-person career fair for HIM. Marketing materials have been circulated through approved communication channels, including social media platforms.
- The Emergency Planning Coordinator is partnering with the Department of Justice and Public Safety, Emergency Services division to support Health Emergency Management education for the organization's leadership.
- Total number of posted competitions for calendar year 2022 was 1589 as compared to 1499 in 2021
- Conditional offers of employment have been made to local practical nursing students. Conditional offers of employment have been made to current cohort of PCA students in Gander.
- Recruitment will be leading a trip to Kingston, ON to attempt to recruit for positions including PT, OT, RN, LPN and PCA. Recruiters and managers will be focusing on students during this trip.
- Ongoing work continues to organize efforts around the recruitment of internationally educated professionals, particularly RNs. Meetings have been held with the local offices of the Association for New Canadians around how to help support newcomers.
- Orientation has taken place for all student volunteers. Requests for additional, new volunteer roles have been received and are being reviewed for feasibility.

Improved Health

- The 2022-23 influenza campaign was a success across the region with peer immunizers providing the flu shot to staff. Several mass clinics were also offered at our regional sites by the occupational health group.

Systems Improvements

- A seven-day scanning service has been implemented at CNRHC, summer 2022. The implementation of a seven-day scanning service has resulted in progress concerning electronic availability of records.

- The HIM/Medical Services partnership will and realize efficiencies and improvements in clinical documentation and function to reinvest transcriptionists into data quality work. As of December 2022, 7 physicians have been transitioned to front-end dictation while 6 are awaiting training to transition.

Quality Patient Experience

- Quality Planning and Performance Department are working with respective departments on priority areas of concerns, specifically “unattached patients” (patients with no family physician) and improvement of virtual ED services.

Foundations

We have received notification that the Foundation was accepted by Stingray to have our Mother’s Day radiothon hosted on air by VOCM Radio on Friday, May 12 from 1- 5 p.m. We are hoping to return to the Exploits Valley Mall this year for a live broadcast.

Vice President – Medical Services

Physician Positions

*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 is an Internist hired at JPMRHC, but they have not started yet. 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.

Summary of Central Health Region

	CH Required # (FTEs)	Filled #	CH Deficit #	Vacancy Rate
RURAL TOTAL PHYSICIANS	41	19.25	21.75	53.05%
GFW TOTAL PHYSICIANS	84.65	57.65	27	31.90%
GANDER TOTAL PHYSICIANS	73.60	44.80	28.8	39.13%

REGIONAL TOTAL FM	1.5	0.5	1.0	66.7%
TOTAL	200.75	124.20	76.55	38.13%

Summary of Gander

Sub-Specialty	CH Required # (FTEs)	Filled #	CH Deficit #
SPECIALTIES			
Anesthesiology	4	3	1
General IM	6	3	3
Ophthalmology	2	2	0
Neurology	0.6	0.6	0
Diagnostic Imaging	4	2.2	1.8
Pathology	3	1	2
Pediatrics	3	2	1 (mat leave)
Psychiatry	1	1	0
General Surgery	4	3	1
Obstetrics/Gynecology	3	2	1
Orthopedics	5	5	0
TOTAL	35.6	24.8	10.8
FAMILY PRACTICE			
Community Family Medicine	25	12	13
Emergency	4	4	0
Emergency Double Coverage	2	1	1
Hospitalist	3	3	0
Surgical Assist	2	0	2
Psychiatry Clinical Associate	1	0	1
OBGYN Clinical Associate	1	0	1
TOTAL	38	20	18

Summary of GFW

Sub-Specialty	CH Required # (FTEs)	Filled #	CH Deficit #
SPECIALTIES			
Anesthesiology	4	3	1
General IM	7	5	2
Opthamology	1	1	0
Otolaryngology	2	2	0

Dermatology	1	0	1
Neurology	1	1	0
Diagnostic Imaging	4	3	1
Pathology	3	3	0
Pediatrics	3	3	0
Psychiatry	8	8	0
General Surgery	5	5	0
Obstetrics/Gynecology	2.65	2.65	0
Urology	2	2	0
TOTAL	44.65	38.65	6
FAMILY PRACTICE			
Community Family Medicine	30	13	17
Emergency	5	5	0
Emergency Double Coverage	2	1	1
Hospitalist	3	0	3
TOTAL	40	19	21

Summary of Regional Positions

Position	CH Required # (FTEs)	Filled # (FTEs)	CH Deficit # (FTEs)
Palliative Care	0.5	0.5	0
Care of the Elderly	1	0 (maternity leave)	1
TOTAL	1.5	0.5	1.0

Summary of Rural

Rural Location	CH Required # (FTEs)	Filled # (FTEs)	CH Deficit # (FTEs)
Baie Verte	4	0	4
Botwood	6	5	1
Buchans	2	0	2
Coast of Bays	5*	1	4
Lewisporte	4	4	0
Springdale	5	2	3
Brookfield	5	1	4
Fogo	2	0	2
Twillingate	6	4.25	1.75
Gambo/ Glovertown/ Eastport	2	2	0

RURAL TOTAL PHYSICIANS	41	19.25	21.75
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*2 short term contract positions signed for Harbour Breton