



President & Chief Executive Officer and Senior Management Report October 25, 2022

Vice President – Integrated Health and Chief Nursing Executive

Our People

- Travel nurse recruitment continuing to ensure an adequate pool of travel nurses signed for this fall in clinical program areas.
- Seven (7) internationally educated nurses (IENs) have started their 6-week clinical on the two surgery units at James Paton Memorial Regional Health Centre (JPMRHC). Central Health is excited to have these nurses complete their clinical in the region. The nurses recently explored around the region with leadership to see the beauty of Central Newfoundland.
- There continues to be gaps in nursing resources in many of our rural sites.
- Site Operations completed a recent tour of the Central Newfoundland Regional Health Centre (CNRHC) and long-term care facility with the Dean of the Faculty of Nursing and Placement Coordinator. Positive feedback received regarding the services offered and facility options for continued preceptorship/clinical training for the nursing program.

Quality Patient Experience

- Public Health Nurses (PHNs) have resumed regular weekly school visits as part of our Comprehensive School Health work and collaboration with the Newfoundland Labrador English School District (NLESD). Both PHNs and the school communities are pleased to have the PHNs back and engaged in the school community.
- Consultants were on site at the Connaigre Peninsula Health Centre to meet with stakeholders to discuss ideas and/or recommendations regarding development of an enhanced recreational outdoor space for Long-Term Care (LTC) residents.
- Implementation of a *virtual Best Possible Medication History (BPMH)* collection by pharmacy technicians have been implemented to all rural Category B sites. This is a notable example of an innovative approach to quality care implementation by the Central Health Pharmacy team.
- The Cancer Care Foundation and Newfoundland Power recently donated two Comfort Care carts for Palliative Care patients on Medical Unit 3A and Emergency Department at the Central Newfoundland Regional Health Centre (CNRHC).

System Improvement

- Operations/Emergency Department meeting occurred in October to discuss overcapacity concerns in the Emergency Department at both Category A facilities. Physicians and frontline staff were involved and presented ideas/recommendations that could be considered as potential solutions. A

review of the recommendations and ability to implement will be assessed by a representative stakeholder group.

- Challenges with patient discharges at JPMRHC before 11am. During September 2022 there were 198 discharges: 10% by 11am, 41% between 11am -2pm, and 49% after 2pm. Ongoing discussion and feedback among clinical leadership and physicians regarding opportunities for improvement.
- Ongoing utilization of Virtual ER as a service delivery model. Continued temporary closures of rural site facilities related to human resources challenges. This continues to create an increased volume of visits at our Category A sites in Gander and Grand Falls-Windsor.
- Weekly/Bi-weekly Municipalities meetings with the Senior Director of Primary Health Care and Community Services (I) and the Director of Medical Services to provide service delivery updates regarding virtual emergency room care, temporary closures, and recruitment updates.

Improved Health

- The School Health Promotion Liaison Consultant (SHPLC) has identified and worked with three schools in Central – Exploits Valley High, Fogo Island Central Academy, and Gander Academy to apply for funding for a Comprehensive School Health Project. The aim of this project is to build capacity within the school setting to enhance the school health environment, and the health and well-being of students, staff, and community members. These projects will continue over a 3-year period with work beginning with the identified schools early in the school year
- Ten (10) grants were approved for the summer throughout the region by the Wellness Coalition. This included eight (8) for Food and Fun camps, as well as support for a children's gardening camp and a summer camp program focusing on food security.
- A Healthy Aging celebration took place recently in New-Wes-Valley in partnership with the Barbour Living Heritage Site. Approximately sixty seniors attended the event. Attendees received education, entertainment, and a great meal. Feedback received was positive regarding the initiative.

Vice President – Corporate Services & Provincial Shared Services Supply

Overall

The summer and fall have been a busy period for Corporate Services with work being carried out on several files that either were related to operations or will have an impact on operations into the future. One of the main themes and focusses have been the need to obtain sufficient human resources to maintain services in the region.

The implementation of a major travel nurse contract that was team based was completed and is being monitored and maintained by a large group that crosses all operational areas.

Involvement with the open call for a Provincial Health Information System (HIS) has required considerable time in meetings and review of proposals. This is now at the short list stage and evaluation of each proposal's clinical offerings.

The workforce management project is well underway with Central Health getting closer in the timeline to begin implementing within our area. The integrated Operations Center (IOC) has been obtained and is being equipped to begin operations once the data connections and sources have been made.

Provincial Shared Services – Supply Chain

New warehouse: An RFP for two warehouses was posted in early October. This open call is to replace the current month to month leased warehouses that have operational supplies for Eastern Health and well as the PPE Stockpile.

Budgeting

Central Health continues to provide regular monitoring of Budget 2022-23 for Dept of Health each month. The budgeting department is also involved with commencing the Budget 2023/2024 process based on the Budget Guidelines that have been received.

Engineering and Support Services

Engineering and Support Services Department have been involved with PFCC / Leadership Walkarounds

The main themes that we are finding so far has been:

- Wayfinding: overall continue with improving signage.
- Washroom Signage
 - Consistent and gender-neutral single washrooms is ideal.
 - Improve directional signage to washrooms
- Paper Signage and approved advertising – Signage should be controlled throughout the facility

Vice President – People and Transformation

Our People

- Review of current transcription services is ongoing including transition to frond-end dictation, reinvestment of resources into report distribution and data quality oversight for font-end dictation.
- Respectful Workplace related policies are being reviewed to ensure it meets legislative requirements and noted timelines are attainable.
- Health professional positions offered and accepted from Aug 1 – Sept 28, 2022.

Licensed Practical Nurse I	1
Nurse Practitioner	1
Personal Care Attendant	3
Primary Care Paramedic	2
Advanced Care Paramedic	1
Registered Nurse	8
Grand Total	16

- Recruiters attended in-person recruitment event in St. John's for MUN and CNA students/graduates.

- Volunteer services is completing intake for High School students who are interested in volunteering in GFW and Gander.

Systems Improvements

- Year 3 indicators were developed and included in the 2021-22 Annual Report and will be shared with the Resource Planning Committee.
- Health Emergency Management supported the corporate EOC in the role of liaison officer and information officer during the forest fires that lead to an evacuation of CH facilities.
- Provincial funding via the Joint Emergency Preparedness Plan (JEPP) was approved for the integration of the Beacon App across all 4 RHAs. Beacon App supports mass notification of emergencies as well as HEM information to RHA staff.
- Progress continues with the privacy walk arounds throughout the region. There are six additional sites booked for this exercise between October 12th and November 18th, 2022.
- Canadian Patient Safety Week 2022 will be celebrated October 24 – October 28, 2022 as promoted by Healthcare Excellence Canada. This year's theme is *"Press Play on Safety Conversations"*. **Central Health's Patient Safety Day Forum is October 25, 2022.**

Improved Health

- CH will be starting its Influenza Campaign across the region on October 17, 2022. This will align with Public Health's initiative to offer the flu shot to all CH staff across the region.

Foundations

- Wheelchair Bus Fundraiser for Baie Verte Peninsula - A significant donation to the BV facility came from the Share Foundation with a gift of \$over \$62,000, of which \$10,000 will be reserved for the bus.
- The October gala sponsorship package has now been developed and sent to possible sponsors. The advertising is starting this week and tickets should be in our hand and ready for sale by next week (Sept. 20th) The event will be held at the Grand Falls Golf Course on October 27th. There will be a silent Art auction during the cocktail hour and dinner, followed by a live auction just as dessert is being served.
- Wednesday, October 26, 2022 - Gander International Airport Lounge, Gander. Chef Todd Perrin, Owner/Head Chef of Mallard Cottage to work with MUN head chef to create hors d'oeuvres that will be paired with a local brew (sample) to be served during cocktail reception starting 6 PM – silent auction will start at this time. Three-course meal will be served starting at 7 PM crafted from Newfoundland ingredients.
- The Board of Directors has voted to approve \$30,000 in funding (through Central Health) for the Excite Corporation/Central Health/Mun Health Simulation Lab project in Grand Falls-Windsor. Our funds will go to provide professional development equipment.

Vice President – Medical Services

We are continuing to work on improving our Primary Care programming in Central Health. One of the areas known to be crucial for success is in the area of retention. Over the last number of months,

Central Health has been engaged with Dr. Roger Strasser, a world-renowned Family Physician, to partner with us as we work to improve the Retention program for Central Health. Recognizing the importance of context and community in medical education and research, Professor Strasser has become one of the world's foremost authorities on rural, socially accountable medical education, and a sought-after speaker and advisor.

We are pleased to welcome as lead for the Geriatric Care program, Dr. Christy Noftall, Family Medicine Physician. Dr. Noftall will continue to work, advocate and help expand the geriatric program at Central Health over the next couple of months.

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	42	21.25	20.75	49.4%
GFW TOTAL PHYSICIANS	69.95	63.95	6	8.6%
GANDER TOTAL PHYSICIANS	65.1	50.1	15	23.0%
REGIONAL TOTAL FM	2	1.5	0.5	25.0%
TOTAL	179.05	136.8	42.25	23.6%

Summary of Gander

Sub-Specialty	CH Required # (FTEs)	Filled #	CH Deficit #
SPECIALTIES			
Anesthesiology	4	3	1
General IM	6	3	3

Ophthalmology	3	2	1
Neurology	0.6	0.6	
Diagnostic Imaging	4	3	1
Pathology	3	0	3
Pediatrics	3	3	
Psychiatry	1	1	
General Surgery	4	3	1
Obstetrics/Gynecology	3	2	1
Orthopedics	4.5	4.5	
	36.1	25.1	11
FAMILY PRACTICE			
Community Family Medicine	15 (historical)	15	
Emergency	7	5	2
Hospitalist	3	2	1
Surgical Assist	2	2	
Psychiatry Clinical Associate	1	0	1
OBGYN Clinical Associate	1	0	1
	29	25	4

Summary of GFW

Sub-Specialty	CH Required # (FTEs)	Filled #	CH Deficit #
SPECIALTIES			
Anesthesiology	4	3	1
General IM	6	5	1
Ophthalmology	1	1	
Otolaryngology	2	2	
Dermatology	1	0	1
Neurology	1	1	
Diagnostic Imaging	3	3	
Pathology	3	3	
Pediatrics	3	3	
Psychiatry	8	8	0
General Surgery	4	4	
Obstetrics/Gynecology	2.65	2.65	
Urology	2	2	
	40.65	37.65	3
FAMILY PRACTICE			
Community Family Medicine	21.8 (Historical)	20.8	1

Emergency	5.5	5.5	
Hospitalist	2	0	2
	29.3	26.3	3

Summary of Regional Positions

Position	CH Required # (FTEs)	Filled #	CH Deficit #
Palliative Care	1	0.5	0.5
Care of the Elderly	1	1	
	2	1.5	0.5

Summary of Rural

Rural Location	CH Required # (FTEs)	Filled #	CH Deficit #
Baie Verte	4	0	4
Botwood	6	5	1
Buchans	1	0	1
Harbour Breton	3	0	3
Lewisporte	5	5	0
Springdale	5	2	3
St. Alban's	2	0	2
Brookfield	5	2	3
Fogo	2	0	2
Twillingate	6	4.25	1.75
Gambo	1	1	0
Glovertown	2	2	0
RURAL TOTAL PHYSICIANS	42	21.25	20.75