



## *President & Chief Executive Officer and Senior Management Report April 5, 2022*

### *Vice President – Integrated Health and Chief Nursing Executive*

#### *Our People*

- JPMRHC site is of concern as it relates to RN nursing vacancies in all program areas. There are seven (7) new hires to start in May 2022. Regular and continued conversations with RNUNL to discuss staffing issues and recruitment. Continue to work with Professional Practice, Recruitment, and Program Directors regarding utilization of nursing resources to meet the entry point demands within Surgical Services and Emergency throughput. Regular recruitment and operations meetings with CEO and team.

#### *Quality Patient Experience*

- The patient experience of many can be negatively affected by extended boarding times in the Emergency Department related to overcapacity, while waiting for a bed on an inpatient unit. Continued partnership with Home First team members to provide services to the clients in Emergency Department and on the inpatient units for timely, safe discharge. Using all available options including co-op housing, home supports, community resources, etc. In addition, leadership is involved in discussions and committee work related to repatriation, acute care resource management, expected date of discharge, and short-term stay options for personal care homes. All with the goal of the right care, in the right setting, by the right provider, at the right time, along with continuous improvement approach.
- The two new Long-Term Care buildings in Gander and Grand Falls-Windsor were officially announced as opening on March 28, 2022. These facilities will provide an additional 120 beds for residents within the Central region. This will provide enhanced access to long-term care, and appropriate utilization of acute care beds.

#### *System Improvement*

- As of March 2022, some Public Health clinical services have resumed as per the Public Health Programs resumption of clinical services plan. The plan outlines a gradual resumption of clinical services from March to September 2022, while continuing to support the ongoing Covid-19 response. Many Public Health programs have been in business continuity mode since the start of the pandemic.
- Virtual Community Advisory Committee networking day being planned for Spring 2022. Work has progressed on clarifying roles and responsibilities of CACs; recruitment and retention engagement sessions; standardized agendas; and a presentation developed for Senior Executive and Board members.

### ***Improved Health***

- Mass Covid-19 vaccine clinics at community sites continued weekly through the month of February at each of our hub sites and other rural sites based on demand. In March month clinics were offered from local Public Health Nursing offices within rural sites. Gander and Grand Fall-Windsor will continue to offer one mass clinic per week at the Fraser Road United Church in Gander and St. Joseph's Parish Hall in Grand Falls-Windsor.
- Central Health continues to implement recommendations from the Autism Action Plan such as: the new standardized assessment tools for community support that target individualized support needs for individuals living with developmental disabilities and autism; Inter Rai-ID assessment tool training commenced in Fall 2021; paper-based tool is now available for completion on new referrals, with software to be launched in late Spring.

## ***Vice President – Corporate Services & Provincial Shared Services Supply***

### ***Financial Services***

March is a transition month for the Finance Department as we wind down from the tax reports that needed to be done in February, to gearing up for the March year end. The financial forecast for this year continues to be within our budget spending cap of approximately \$432 Million. The impact of the pandemic has shown up in the level of spending and we have received additional funding to cover that off. The Finance Department continues to work on improvement processes with the next one concentrating on records management to begin in June after the year end is completed.

### ***Provincial Shared Services - Supply Chain***

Supply Chain has revisited the need for a technology solution and has commenced a dialogue with the Department Health and Community Services on the issue. The other major area outside of regular work deals with a Provincial Warehouse for supplies including PPE. There is a two-prong strategy with this involving short term storage, with the lease for Supply Chain's existing distribution centre expiring July 31, 2022. Supply Chain has requested approval from the Department to extend its lease to maintain storage (of pandemic and other supplies) for the period August 1, 2022, to July 31, 2023. As to the long-term plan, Supply Chain is working on options for long term provincial storage and distribution of supplies for the health system and is close to issuing an open call for that service.

### ***Budgeting***

March is also the month when Budgeting is preparing for the final budget approval from Government. Work is ongoing to automate the salary detail/compensation budget for the new budget year 2022/23. This will be an improvement in process and while it will take effort to get in place it is expected to provide future dividends. The budget department also continues to work with Directors and VPs on multiple briefing notes and options to address current operational issues.

## ***Engineering and Support Services***

### ***Food Services***

The food services team continues to complete results from retail dining survey and will report this at a future date.

### ***Environmental Services***

Recruitment and retention is an issues for Environmental Services like every other department in Central. The team is considering what can be changed to make it more attractive to work in the area. One major change is the move to a 12-hour shift rotation at Central Newfoundland Regional Health Centre which is already in place at other sites. This is expected to help recruitment and the ability to approve leave. Environmental Services is implementing a new electronic tool called Facility Fit Pro. This tool is a Patient Management Application used in the Healthcare industry. It is used to help with workflow management and to optimize our business processes. The first sites going live will be the new long-Term Care Facilities.

### ***Security***

As of March 14, and the change in the provincial orders and status for the pandemic, we have commenced a transition to a lower level of activity within the security area. This transition to a revised level of service from our security partner Paladin is expected to take three months. We continue to make improvements in security related to reporting as well as the use of CCTV and card access in our facilities.

### ***Maintenance***

Maintenance facilitation of the distribution of rapid test kits for the region continues to be a demand on staff. This has caused some workload issues that the department is working through.

### ***Major Projects***

The Engineering and Support Services Department successfully recruited and hired new Project Manager. This person will be located in Springdale and look after most of the rural projects.

All projects going well with a few delays associated with COVID and Supply Chain postings. These are being worked on by supply chain and engineering services.

The following is an update on major projects:

#### **New Long-Term Care Grand Falls-Windsor & Gander:**

The new LTC's will be open at end of March with residents moving in over the next few months.

## ***Vice President – People and Transformation***

### ***Our People***

- A successful recruitment session was held at the College of the North Atlantic for clerical resources within the region. The graduating class is expected to start placements within the facilities over the summer, which will continue to build on the partnerships with the school and demonstrate success of this recruitment initiative.
- Just Culture implementation is beginning with our first training session scheduled for early April. It will be offered to directors and managers by Central Health trainers.

- Audiologist recruitment has traditionally been difficult, and Central Health has experienced vacancies for some time. All audiologist vacancies at Central Health have now been offered and accepted by candidates.
- Representatives from the recruitment team continue to collaborate with Primary Health Care and Medical Services on initiatives such as the planning of a virtual networking day with the Community Advisory Committees.
- Completion of training for Disability Management Staff and Occupational Health & Safety Staff from an industry leader in Disability Management practices.

### ***System Improvements***

- Central Health's Privacy Compliance Analyst has been continuing to manage the annual privacy education campaign with the March 31<sup>st</sup> deadline.
- The Planning and Performance Team have developed a new organizational scorecard to report performance to SMT and the Board. The scorecard has been approved and will be implemented moving forward.

### ***Quality Patient Experience***

- Due to added work pressures our employees continue to face as a result of the pandemic and the recent cyber-attack, Central Health requested and was approved a postponement of Accreditation from Fall 2022 to Fall 2023.

### ***Significant Areas of Concern and/or Activities***

- SCHF Mother's Day radiothon is scheduled to go live on VOCM Radio on Friday, May 6<sup>th</sup>, from 9 a.m. to 1 p.m.
- CNEHF Radiothon is scheduled for May 5<sup>th</sup> from 10:00 am to 2:00 pm.

### ***Linkages with Community and Other Stakeholders***

- The SCHF was approached by the Excite Corporation for support with the new health Simulation lab that is coming to GFW.

## ***Vice President – Medical Services***

### ***Medical Services***

#### ***Physician Positions (April 4, 2022)***

- 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)	Actual # (on the ground)	CH Deficit # (FTEs)	Vacancy Rate
<b>RURAL TOTAL PHYSICIANS</b>	42	26.25	15.75	37.5%
<b>GFW TOTAL PHYSICIANS</b>	69.95	63.95	6	8.6%
<b>GANDER TOTAL PHYSICIANS</b>	64.1	53.7	10.4	16.2%
<b>REGIONAL TOTAL FM</b>	2	1.5	0.5	25.0%
<b>TOTAL</b>	<b>178.05</b>	<b>145.4</b>	<b>32.65</b>	<b>18.3%</b>

	CH Required # (FTEs)	Actual # (on the ground)	CH Deficit # (FTEs)	Vacancy Rate
<b>GFW TOTAL SPECIALISTS</b>	40.65	36.65	4	9.8%
<b>GFW TOTAL FM</b>	29.3	27.3	2	6.8%
<b>GANDER TOTAL SPECIALISTS</b>	36.1	29.7	6.4	17.7%
<b>GANDER TOTAL FM</b>	28	24	4	14.3%