



## ***President & Chief Executive Officer and Senior Management Report March 1, 2022***

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

#### ***Our People***

Nursing recruitment and vacancies continue to be an issue in many sites. Continuing to work with Human Resources regarding recruitment strategies. Regular meetings with the Registered Nurses Union of Newfoundland (RNUNL) regarding staffing concerns, particularly for the James Paton Memorial Regional Health Centre (JPMRHC) site. There are 16 BN grads who will join Central Health in the Spring 2022. There have been 9 experienced RN hires for Central Health since January 2022.

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

- LPN's on 3B provide the care with dedication. During the holidays, the staff on this unit collected money and then proceeded to buy Christmas stockings and stuff them for all 17 patients, and even some spouses of our patients who they knew would need one. Another example of Central Health staff going above and beyond their call of duty. Thank you!
- Renovations on Medical Unit A at JPMRHC are completed which provides more private rooms and spacious semiprivate rooms for care delivery. Patients, family, and staff very pleased with the new palliative care rooms and the brightness and space the new unit provides.
- Continuing to provide virtual care to sites to ensure access to care at the local community level.

#### ***System Improvement***

- Preparation for new CODE STROKE registration, to register patients before arrival to allow enhanced access to care.
- In response to occurrence review and patient experience concerns, phase 1 of renovation at A.M. Guy Memorial Health Centre is complete. The development of a new nursing station allowing access and visibility to both Acute Care, LTC and ER areas. Development of a new resident lounge, as the phase 2 approach is in progress.

#### ***Improved Health***

- 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 human resources, etc. Providing care in right setting, at right time, with the right providers.
- Outbreak Management – Continuing to provide support to all facilities, communities, vulnerable populations, and Personal Care Home sector via Public Health, Community Health Nursing, Community Supports, Occupational Health, and Infection Prevention and Control.

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

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

Supply Chain continues to support the logistics and monitoring of PPE usage to inform the ordering and maintenance of a reasonable PPE stockpile. There continues to be a challenge with North American supply chains, especially in relation to certain medical products. Supply Chain has had to set up a Back-Order Task group to work with clinical leaders to identify suitable substitutes as well as monitor mission critical supplies. This is done in conjunction with supply chain and our suppliers. Supply Chain is also advocating that without a technology solution there will have to be a re-set of goals and objectives.

### ***Financial Services***

Financial services are dealing with various work related to the close of the calendar year. Most notably the department is doing work related to tax reporting (T4/T4a) for our staff and reports that are tied to the workplace health and safety financial assessments. Both are on the financial services work plan for this time of year, but they do take additional resources as they are also on a mandated deadline.

### ***Budgeting***

As noted in the report for January, Central Health did present to the Ministers of Treasury Board our budget submission for fiscal 2022/2023. This was well received by the Ministers and many questions were asked. In terms of the budget process, this is now with the Departments of Finance and Health to finalize and make decisions on what will be in the final budget for the health authorities. Central Health will not know what is approved until the Government of Newfoundland and Labrador table its budget in the spring of 2022.

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

#### ***Food Services***

The surveys associated with regular / after hour dining as well as cafeterias was completed. They are now compiling the results with intent to report back to SMT. There was a very high number of respondents. Presently preparing summary presentation on feedback from survey and next steps for retail services. Food services is also making some changes to menu offerings based on feedback from employees.

#### ***Environmental Services***

We are proceeding to implement a Lead Hand model in the acute care centres that reflects Lead Hands working to their intended / expected scope of work, this will allow managers to be more visible in the building for overall better outcomes for this department in the appearance. The department is also moving to an electronic solution called Facility Fit Pro for auditing and managing environmental services. This allows the manager to spend more time managing the frontline as opposed to doing paperwork and reports.

### **Major Projects**

The following is an update on major projects:

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

New LTC's continued to be a big demand on resources with in getting the facilities ready for residents and staff. We are getting close though to the end of this and are awaiting final occupancy approval from the project manager, Transportation, and Infrastructure.

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

#### **Our People**

- Central Health will be offering a virtual recruitment fair on February 22. The target audience will be BN students outside of the province. Invitations have been sent to six universities, and managers from throughout the organization will participate and will host “virtual rooms” where they can engage with students one-on-one to discuss opportunities specific to their site/facility. Following an evaluation of this event, the recruitment team plans to offer similar events to different target audiences.
- As part of the departmental realignment, work continues to be done on finding efficiencies in recruitment processes. In particular, work is being done to streamline postings, interview booking and reference checks.
- A survey has been developed to obtain user feedback from managers and recently recruited employees so that their experience will inform processes.
- There are 16 BN grads who will join Central Health in the Spring 2022. There have been 9 experienced RN hires for Central Health since January 2022.
- 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.

#### **Systems Improvements**

- A Central Health Record Retention Guidelines document has been developed based on the Ontario Hospitals Association record retention toolkit. The toolkit was provided through HIROC and has been adapted to the provincial legislative and regulatory framework.
- The Central Health annual privacy education campaign is ongoing with deadline for completion set as March 31, 2022. To date, approximately 1100 employees have completed all required components. Various communication channels are being utilized to increase awareness and assist as necessary. The education and communication strategy was piloted through the Health Information Management group and efforts to evaluate and improve the strategy are underway.
- A new organizational scorecard to report performance to SMT and the Board has been drafted and presented to SMT. The scorecard has been approved and will be implemented moving forward.

#### **Quality Patient Experience**

- The strategic workplan and the Strategic Planning Scorecard for 2021-22 (Year 2) have been updated with progress to-date noted. Although hampered by the cyber-attack and current COVID wave, nearly all Year 2 indicators will be met.

- *Health Literacy:* The Planning and Performance Team are working closely with the Team for Chronic Disease towards developing a health literacy strategy. With focus on chronic disease in this cycle year, the goal is to apply learnings to an organizational approach towards health literacy.

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

### ***Pharmacy***

- Progressing with clinical improvement project with involvement of clinical pharmacy, specifically expansion of the decentralized clinical pharmacy practice model which is underway at both regional health centers. Development of a thrombosis clinic for the region continues.
- Expansion of Best Possible Medication History (BPMH) collection to include virtual BPMH in rural sites. Two rural hospitals chosen as pilot projects before further expansion. Consideration of this project for a Leading Practice in Central Health.
- Pharmacy has continued to provide support for vaccination clinics to attempt to reach targets for population and health care worker vaccinations.

### ***Laboratory***

- Critical Results policy nearing completion
- Rapid Molecular testing platforms available, now considered a confirmatory test by the Chief Medical Officer of Health. Implementing procedures for use in perioperative testing, admissions and aerosol generating medical procedures. Including occupational health for employee testing/isolation.
- Hematology instrumentation shipments arriving with implementation expected in the near future.

### ***Medical Imaging***

- Preparation for expansion of MRI hours of operation to accommodate demand.
- Currently investigating a solution to digitize paper requisitions and a patient communication system.
- There has been an improvement in mammography wait times, accomplished by expanded hours of operation to address the backlog.

### ***Cardiopulmonary and Rehabilitation Services***

- Multiple resignations and retirements announced, recruitment is ongoing
- Facilitation of preceptorship, specifically in Speech Language Pathology, to ensure ongoing presence of learners as a strategy for succession planning and recruitment
- Position for regional respiratory therapy to support virtual emergency services has been filled

### ***Medical Services***

- Recruitment Onboarding & Retention Strategy developed, presented to Senior Team. Approved and moving to action phase.
- Multiple recruits in various specialties including family medicine (Springdale, Lewisporte), general surgery and internal medicine

- Ongoing work to implement a collaborative team clinic in partnership with the Department of Health and Community Services.

**Physician Positions** (as of January 31, 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.

	CH Required # (FTEs)	Actual # (on the ground)	CH Deficit # (FTEs)	Vacancy Rate
RURAL TOTAL PHYSICIANS	42	30	12	28.6%
GFW TOTAL PHYSICIANS	73.95	66.95	7	9.5%
GANDER TOTAL PHYSICIANS	61.1	52.6	8.5	13.9%
Total Physicians	177.05	149.55	27.5	15.5%