



## ***President & Chief Executive Officer and Senior Management Report December 13, 2022***

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

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

The Central Health Laboratory Medicine Program welcomed Dr. Kathiravelu to the Pathology team. This physician will be a great support to the team and will fill one of three vacant pathology positions.

Vacancy of RN and LPN positions in all rural sites continue to present challenges and impacts on operations of program and/or service delivery.

Site visits completed to Botwood, Baie Verte, and Springdale over the past few weeks. Great to engage with physicians and frontline staff. Conversations held with patients, residents and families about their care and any opportunities for improvement.

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

There was a traveling rehab clinic offered in Central Health in October month. Health care providers from the Eastern Health region supported care in Central to increase access and avoid patient travel outside of the region. Assessment of future patients who would benefit from the next visiting clinic is ongoing by the Central Health Rehab team. Next clinic is to occur in February 2023.

For the first time in 6+ years there is a full complement of staff in the Audiology Program. There are now 4 Audiologist and 2 Audiology Technicians to provide service delivery. Recent staffing levels have been able to have an impact on significantly lowering the waitlist for hearing aid program/ittings.

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

MRI Program expansion is starting in January 2023 with the goal of adding a minimum of 8 patients a day to the current schedule. This will create increased capacity for those requiring the service. Engagement and additional training has occurred with health care providers regarding this planned change.

Bonnews Lodge, in New-Wes-Valley, and Valley Vista in Springdale, were chosen for the Healthcare Excellence Canada initiative "Reimagining LTC: Enabling a Healthy Workforce to Provide Person-Centered Care Program." This program will start in 2023 and provide funding for monthly employee education sessions. The aim of these sessions is to provide education with a focus on wellness and team building. A portion of the funding will also be used to purchase and install memory windows for

each resident. Memory windows are used as cues for dementia care, and to aid connections between staff and residents.

### ***Improved Health***

Community Advisory Networking Day occurred on December 1, 2022. It was a great opportunity to network and gather feedback from those who serve on the committees. The Senior Director of Primary Health Care and Community Services, along with myself were able to attend for part of the event. Presentations included Health Literacy, Virtual Care/Virtual ER, 811 and Mental Health programs. Great job by the planning committee in developing the agenda and hosting the event.

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

### ***Overall***

The fall continues to be busy period for Corporate Services with work being carried out on several files. The two major projects related to the Provincial Health Information System (HIS) and a Provincial warehouse are now in the evaluation stage and following the required process to eventually achieving an award. The focus for corporate services continues to be staff engagement and securing human resources.

### ***Provincial Shared Services – Supply Chain***

Supply chain continues to place resources on back orders and disruptions within the global supply chain for various products. A back-order task force is in place that works with the support of clinical staff within the RHAs to mitigate these shortages.

### ***Budgeting***

Central Health has submitted its spending budget for 2023/2024. This will be incorporated into a consolidated budget for the new Provincial Health Authority. Along with operations the capital needs for equipment and major repairs and renovations have also been submitted.

### ***Financial Services***

The Financial services department has been busy this reporting period with various required calculations required for the new union contracts. This involves changes with pay rates and calculations for signing bonuses and retro pay. These will meet the timelines corrected.

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

The Environmental Services departments of both CNRHC and JPM continue to develop work plans associated with PFCC walk throughs. The current Listening tours schedules are nearing completion, and we are currently compiling the action items list for work plan development and follow up with staff, patients, residents and families. The Environmental services department participated in two recruitment fairs at both Grand Falls-Windsor and Gander with over 30 candidates interviewed at each site. We are working with People and Transformation on references and eventual hiring of identified candidates. Bathroom Room monitors will 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.

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

### ***Our People***

- The Central Health Code of Conduct policy was approved November 2022 and is intended to establish a baseline of employee behavioral requirements and expectations for existing and newly employed/affiliated individuals. The purpose of this policy is to outline a standard of conduct that is aligned with Central Health values and to serve as a guide for moral, ethical, and legal behavior for Central Health employees and affiliated individuals.
- Central Health's People and Culture Recruitment Team has had an extremely busy year. Since January 2022, 1436 competitions have been posted. This has resulted in 353 external employees being hired and a total of 894 internal transfers (effective November 25, 2022).
- ***Hiring Success Snapshot (since January)***
  - Approx. 45 RNs
  - 15 BN bursaries awarded (spring 2023 graduation)
  - 22 LPNs
  - 38 PCAs
  - 4 Social Workers
  - 4 regional ACP positions filled
  - Full complement in Audiology
  - Newly hired Clinical Psychologist

### ***Systems Improvements***

- A standard work process has been developed for central intake, recording, management and approval of informal access requests received by Central Health.
- Provincial Health Emergency Management, in partnership with Public Health, facilitated a discussion regarding Ebola Preparedness in the province. Based on international epidemiological trends, Federal and Provincial discussions, the Regional Health Authorities have been tasked with updating resources and coordinating preparedness efforts.
- The Provincial Health Emergency Managers are working towards implementation of the Beacon App to support a coordinated and standardized communication tool for employees.
- A working group has been established and is meeting weekly to plan scanning implementation for BVPHC. A site visit was completed November 8, 2022 to review the space, layout and technology needs.

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

- Between September 1 and October 31, 7 regional privacy walk arounds were completed in conjunction with program managers and patient experience advisors.

### ***Foundations***

- The SCHF Gala was a sellout. We raised \$15,000 at the Gala - \$7,000 of that total as raised during the silent and live auctions.
- The CNEHF Gala event went great. We raised approximately \$10,000 through our auctions (live and silent) and a total of approximately \$25,000 with sponsorships, tickets sales, and other donations.

- Christmas Appeal for SCHF – this year's project is two pieces of hearing equipment for the Audiology Department at the CNRHC. We hope to raise \$40,000 for a new audiometer and a new tympanometer. Both additions will help alleviate the wait list.
- 13 Guardian Angel Nominees with CNEHF to date. 7 from Bonnews Lodge, 4 from Fogo Island Health Centre, 1 from JPMRHC and 1 from Lakeside Homes.

## 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

	<b>CH Required # (FTEs)</b>	<b>Filled #</b>	<b>CH Deficit #</b>	<b>Vacancy Rate</b>
<b>RURAL TOTAL PHYSICIANS</b>	41	19.25	21.75	53.05%
<b>GFW TOTAL PHYSICIANS</b>	84.65	57.65	27	31.90%
<b>GANDER TOTAL PHYSICIANS</b>	73.60	46.80	26.8	36.41%
<b>REGIONAL TOTAL FM</b>	1.5	0.5	1.0	66.7%
<b>TOTAL</b>	<b>200.75</b>	<b>124.20</b>	<b>76.55</b>	<b>38.13%</b>

### Summary of Gander

<b>Sub-Specialty</b>	<b>CH Required # (FTEs)</b>	<b>Filled #</b>	<b>CH Deficit #</b>
<b>SPECIALTIES</b>			

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	3	0
Psychiatry	1	1	0
General Surgery	4	3	1
Obstetrics/Gynecology	3	2	1
Orthopedics	5	5	0
<b>TOTAL</b>	<b>35.6</b>	<b>25.8</b>	<b>9.8</b>
<b>FAMILY PRACTICE</b>			
Community Family Medicine	25	12	13
Emergency	4	4	0
Emergency Double Coverage	2	1	1
Hospitalist	3	3	0
Surgical Assist	2	1	1
Psychiatry Clinical Associate	1	0	1
OBGYN Clinical Associate	1	0	1
<b>TOTAL</b>	<b>38</b>	<b>21</b>	<b>17</b>

### Summary of GFW

<b>Sub-Specialty</b>	<b>CH Required # (FTEs)</b>	<b>Filled #</b>	<b>CH Deficit #</b>
<b>SPECIALTIES</b>			
Anesthesiology	4	3	1
General IM	7	5	2
Ophthalmology	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	6	5	1
Obstetrics/Gynecology	2.65	2.65	0
Urology	2	2	0

<b>TOTAL</b>	<b>44.65</b>	<b>38.65</b>	<b>6</b>
<b>FAMILY PRACTICE</b>			
Community Family Medicine	30	13	17
Emergency	5	5	0
Emergency Double Coverage	2	1	1
Hospitalist	3	0	3
<b>TOTAL</b>	<b>40</b>	<b>19</b>	<b>21</b>

### Summary of Regional Positions

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

### Summary of Rural

<b>Rural Location</b>	<b>CH Required # (FTEs)</b>	<b>Filled # (FTEs)</b>	<b>CH Deficit # (FTEs)</b>
Baie Verte	4	0	4
Botwood	6	5	1
Buchans	2	0	2
Coast of Bays	5	0	5
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
<b>RURAL TOTAL PHYSICIANS</b>	<b>41</b>	<b>19.25</b>	<b>21.75</b>