



## ***President & Chief Executive Officer and Senior Management Report June 28, 2022***

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

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

- Continued recruitment and operations meetings with CEO and team regarding resources, particularly in Nursing. Have had some success with travel teams of RNs to sites as of May/June month. Continuing to work with recruiter to get nurses to our priority areas. Areas to be covered include and not limited to acute, long-term care, and rural practice areas. Currently have added 16 RNs to various locations for specified time periods.
- Primary healthcare facilitators recently assisted in hosting the event, *Exploring Community Partnerships in Recruitment & Retention*. This event involved a collaborative approach and included topics such as how communities can play a role in identifying potential candidates to work with CH and how community members can promote their local communities to attract and retain candidates. Future sessions planned to continue engagement.

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

- Continued support and development of a virtual telehealth approach within the organization. For example, the prenatal support team have been assessing how prenatal education is offered within the central region. The team is working towards offering a trial of virtual prenatal education sessions with a multidisciplinary approach. Virtual options will enhance improved access for clients within our communities.

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

- Presentation on short stay options in personal care homes morning operations huddle. This was requested by the Care Facilitators/Clinical Educators to ensure all Units are following the same guidelines to allow for appropriate discharge planning.
- Weekly huddle with key stakeholders to discuss patient flow and bed utilization – right care, right time, and right setting.
- As of June 13, Covid-19 debriefing sessions have been initiated with the Emergency Response Planning Coordinator. These sessions will involve Public Health Nurses and Program Consultants that were involved with the pandemic response. Session topics will highlight areas such as vaccination delivery, Covid-19 testing, and contact tracing/case management. A follow-up session specifically on mental health/well-being and resilience will also occur.

### **Improved Health**

- Covid-19 vaccine clinic are still ongoing within the region at *varied locations*. Urban sites such as Gander and Grand Falls-Windsor have continued to offer mass clinics at an external site whereas rural sites have offered a hybrid approach pending demand – public health clinic and external sites.

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

### **Financial Services**

The financial statements for the year ended March 31, 2022, have been completed and have gone to the Board for approval. Central Health finished the year approximately \$ 1million below the approved spending cap but still ran a deficit of approximately \$5.3 million down from \$12 million the year before.

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

Technology for Supply Chain: Discussions have been started again in relation to technology for Supply Chain.

Provincial Warehouse: Supply Chain is preparing for the close-out of one of its temporary warehouses effective July 31, 2022. Supply chain will be issuing an open call for Information relative to obtaining two new permanent provincial warehouses. The outcome of that will be a key input to completing a Request for Proposals (RFP) later this year.

### **Budgeting**

The recast budget for 2022/2023 has been reviewed by the Resource Planning Committee and is to be presented to the Board for approval at the next Board meeting. This recast budget incorporates the changes announced in the Government of Newfoundland and Labrador's budget that was tabled April 7, 2022.

## **Engineering and Support Services**

### **Major Projects**

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

The new long term care sites have commenced operations with the acceptance of new residents.

*Workforce Management Integrated Operations Center (IOC):*

Operationalizing the regional Integrated Operations Center is under way with a lease in place with the Town of Grand Falls-Windsor and equipment and furnishings being ordered.

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

### **Our People**

- Virtual Job Fair – Health Information Management (HIM) partnered with People & Culture to host a community based virtual job fair, May 25, 2022. People & Culture pre-screened those who registered to ensure they met the posted qualifications.

- The organization continues to work towards a Just Culture. Thus far, there are approximately 50 managers that have completed the Just Culture training. There are an additional 40 managers scheduled this month to participate in training.
- There has been a working group put together to start a Kindness Campaign to improve on the mutual relationships between our staff, clients and visitors.
- Respectful Workplace related policies are being reviewed to ensure it meets legislative requirements and noted timelines are attainable.
- In the period of April 1 to June 6, 2022, the recruitment team processed:
  - 278 filled competitions
  - 78 external hires
- Currently have 16 travel RN's working in Central Health with additional RN's arriving weekly.
- The recruitment team actively worked to recruit graduating PCAs this spring, and 19 PCAs have been hired since April.

### ***Systems Improvements***

- A HIM Scorecard has been developed to support standard work and quality improvement indicators across HIM regional teams, effective May 2022.
- HIM is currently conducting a review of HIM Transcription Services within CH. Consultation, with Medical Services and Senior Management Team representatives has been completed, May 2022, to transition back-end dictating physicians to front-end usage to ensure accuracy and timely signature of draft reports.

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

- This past month the Planning and Performance Team have been intensely involved in authoring Central Health 2021-22 Annual Performance Report.
- A year-end evaluation of the Client Navigation Program has been completed; statistics and survey data are being compiled and areas of success and for improvement have been identified.
- The Patient Safety Plan, now being approved, will be shared with the organization very soon via an internal communication. The annual Patient Safety Day is once again being planned for fall, again for a virtual event.

### ***Foundations***

- The SCHF wheelchair bus fundraiser is in full swing. A \$30,000 grant from Health & Community Services is being complemented so far by \$10,000 in local donations.
- This Fall Fundraising Gala is a first-ever event of its kind for the Central Northeast Health Foundation and South and Central Health Foundation. The Foundations of Central Health will work closely with its Title Sponsor, Aramark Healthcare, and Celebrity Chef Todd Perrin, owner and operator of Mallard Cottage in St. John's, to create an exciting menu sourced from local food produced right here in our region.

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

### ***Medical Imaging***

- Provincial RFP to replace all 16 mammography units in a staggered approach across all RHAs. These units are state of the art featuring breast tomosynthesis and contrast enhanced mammography and biopsy capabilities.
- Provincial RFP for CT scanners complete. With this new technology, Central Health will offer a CT cardiology program and CT Colonography program for the patients in our region. Currently patients travel to EH and WH to avail of these services.

### ***Pharmacy***

#### ***Implementation of virtual Best Possible Medication History (BPMH) Collection by Pharmacy Technicians***

- Now rolled out to all rural / Category B sites
- This is another example of Central Health leading the province. May even be a Leading Practice for Central Health.
- Currently looking at current Med Rec gaps to see if this resource can help with any deficiencies.

### ***Laboratory Medicine Program***

- Announced RFP regarding renovations to CNRHC for laboratory and pharmacy spaces. Discussions have occurred that there will be no losses, and no impact to the scope of surgical services which can be offered at CNRHC.
- 4 physicians are being interviewed for pathology positions at JPMRHC, with an additional physician interested in providing summer locums.
- Following Choosing Wisely and Provincial Laboratory Formulary guidelines a minimal reorder interval for HBA1C testing was implemented.

### ***Medical Services***

- Morbidity and Mortality rounds occurred on June 23, 2022, as the inaugural M&M round for Central Health. Many thanks to the physicians that participated in and assisted with organizing the event. Accreditation for future M&M rounds will be pursued, and recommendations from this M&M round will be presented to the Quality Assurance and Performance Committee (QAPC).

**Physician Positions** (as of June 21, 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 a new anesthesiologist hired at JPMRHC, but that 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.

- Total Number of Physician FTE Positions – 178.05
- Total Number of Filled Physician FTE Positions – 135.4
- Total Number of Physician FTE Vacancies – 42.65

	<b>CH Required # (FTEs)</b>	<b>Actual # (on the ground)</b>	<b>CH Deficit # (FTEs)</b>	<b>Vacancy Rate</b>
<b>RURAL TOTAL PHYSICIANS</b>	42	21.25	20.75	49.4%
<b>GFW TOTAL PHYSICIANS</b>	72.95	63.45	9.5	13.0%
<b>GANDER TOTAL PHYSICIANS</b>	63.1	50.7	12.4	19.7%
<b>Total Physicians</b>	<b>178.05</b>	<b>135.4</b>	<b>42.65</b>	<b>24.0%</b>

### *Summary of Physician FTE Vacancies*

<b>Department</b>	<b>JPMRHC</b>	<b>CNRHC</b>	<b>Rural</b>
Radiology	.4	0	Baie Verte x 4
Pediatrics	0	0	Harbour Breton x 3
Ob/Gyn	1	0	Botwood x 1
Pathology	3	0	Springdale x 3
Anesthesia	1	1	Brookfield x 3
Internal Medicine	2	1	Fogo Island x 2
Psychiatry	0	1	Twillingate x 1.75
Palliative Care	NA	1	Buchans x 1
Surgery	0	0.5	St. Alban's x 2
Ophthalmology	0	0	
Otolaryngology	NA	0	
Neurology	0	0	
Orthopedics	0	NA	
Surgical Assist	0	NA	
FM/Hospitalist	2	2	
ER (including double coverage)	2	1	
Dermatology	NA	1	
Urology	NA	0	
Care of the Elderly	0	0	
Psychiatry Clinical Associate	1	NA	
Obs Gyne Clinical Associate	0	NA	
<b>Totals</b>	<b>12.4</b>	<b>8.5</b>	<b>20.75</b>