



NORTHUMBERLAND HILLS  
**HOSPITAL**

Senior Management  
Report to the Board  
February 2018

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**Quality and Safety**

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**NHH safety planning – update of progress in past month**

Progress continues on a number of safety enhancements under way as a result of the shooting incident in the NHH Emergency Department last October.

Below are some highlights.

- Immediate actions to support the staff affected are in place and ongoing.
- Guards with the highest level of training available in private security protection are on duty in our ED 24-7, supporting us as required. Pre-existing security support also continues. Detailed 'post orders' defining what these advanced guards can and will do throughout NHH have been finalized. While the ED is our new advanced guards' main post, they round throughout the building and respond to codes or to assist staff in other areas in the hospital if required.
- Our ED Action Plan, reflecting the key themes that came forward from the initial internal staff debriefings, plus further input from the ED team captured in unit-based safety huddles (ongoing) and an Idea Board, is now being finalized, with progress on many items well under way.
- Likewise, progress on our hospital-wide Workplace Violence Risk Assessment Action Plan continues. Developed using a toolkit published by the Public Services Health and Safety Association, this Plan had input from staff and leadership from the ED, representatives from both NHH Occupational Health and Safety and Quality as well as a specialist from the Public Services Health and Safety Association.
- Recognizing that we also need to seek the advice of external security specialists, and that we need to look at and beyond the ED, an independent external risk assessment for both the ED and the rest of the hospital has also been commissioned. The completed plan is expected within the next month.
- An **NHH/Cobourg Police Services Task Force** has also been established, with dedicated Cobourg Police project management resources, to develop a specialized active-shooter/other weapon training program for all hospital staff. The goal is to have training in place to begin by April 1 with a goal to have as many trained across the organization as possible in the next year. This program is expected to become a prototype for other hospitals in the province and beyond as they too review NHH's experience and consider actions to manage risk within their own facilities.
- Much work has been done within the Emergency Department in the past month to review existing safety policies, create new policies and practice safety code drills. Policies involved and/or created as a result of this review were:
  - ✓ Code Silver – Armed Person/Weapons Related
  - ✓ Hospital Lock Down
  - ✓ Release of Illicit Drugs or Weapons to the Police (NEW)
  - ✓ Use of Personal Pendant Alarms

✓ Use of Fixed Silent Alarms

At a special meeting January 11 these policies were discussed with the Leadership and Quality Committee and released for further review. Managers across the hospital are now reviewing these policies, and, as appropriate, gathering input from front-line staff/physicians prior to release. We expect to see them rolled out across the hospital by the end of February.

In addition to the work already completed, many pieces of work are ongoing to ensure we are doing as much as we can to keep our employees, physicians, patients and volunteers as safe as possible.

Our goal continues to be to combine recommendations from both internal discussions and external advice into a final post-ED incident action plan and to fully implement its various components as quickly as possible.

**New aerosolized disinfection system introduced at NHH to further enhance risk of hospital-acquired infections**

The Nocospray disinfection system is being implemented at NHH as part of our Environmental Services cleaning procedures.

A portable, aerosolized disinfection system, the Nocospray system is used in conjunction with manual cleaning to enhance disinfection and minimize the risk of hospital-acquired infections. To begin we are adding the system to the terminal cleaning procedures for isolation rooms occupied by patients with clostridium difficile (C.diff).

NHH's infection control is working closely with the Environmental Services team to implement this new process. Training for Environment Services on the use of the Nocospray unit has been completed and the process is now being used on the units.

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## Great Place to Work and Volunteer

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**2018 Health Professions Scholarship**

Applications for the 2018 Health Professions Scholarship awards are due by **March 1, 2018**. A sincere thanks to all who have already applied for consideration this year.

Introduced by NHH in 2003, the purpose of the Scholarship Program is to provide financial assistance to students from west Northumberland who are pursuing a career in the health care sector. Applicants are evaluated on the basis of their academic achievements, extra-curricular activities, a testimonial explaining their interest in a health-care field and written references. All applicants must be enrolled or accepted for enrollment in a full-time study program.

By supporting local students early in their academic studies, NHH hopes to encourage area youth to consider NHH in their career path when the time comes to select an employer.

The 2018 scholarships (\$1,000 for each student selected) will be presented at a spring meeting of the Board of Directors.

**Values Ambassadors coordinate successful get-togethers for staff, physicians and volunteers**

Feedback from NHH's December Holiday Dinner and Dance for staff, physicians and volunteers was very positive. Organized by NHH's five Values Ambassadors—a team of front-line staff from across the hospital—the event, held at the Lions Centre, brought members of the team together for a great meal and dancing well into the night. The date for next year's event has been reserved (Friday, December 14<sup>th</sup>).

A second event is already in the works. On Sunday, February 25<sup>th</sup>, the Values Ambassadors are inviting members of the hospital team, and their families, to lace up their skates at the Cobourg Community Centre for an afternoon of fun. All staff, physicians and volunteers are invited. The skate opens at 12:30 PM and will run until 2PM in "The Bowl".

Come on out for an afternoon of family-friendly fun on the ice. Per rink policy, helmets are required for children. No hockey pucks or sticks, please – just skates!

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## Collaborative Community Partnerships

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### **NHH team taking on Coldest Night of the Year – Walk with us?**

For the second year NHH staff will be participating in Port Hope's *Coldest Night of the Year* walk.

A fun, family-friendly fundraiser raising money and awareness for hungry, homeless, and hurting people across Canada, the event is taking place on Saturday, February 24<sup>th</sup>! Together with members of the NHH Foundation, our hospital team walked through Port Hope with 200+ individuals and teams from across the County last year in support of the work of our partners at **Green Wood Coalition**. An even larger group is looking forward to doing it again in 2018! To join the NHH team, or pledge a donation, visit our team page on the event website below. Registration begins at the departure point (Port Hope High School) at 4PM, with opening ceremonies starting at 5PM. Participants sign up for a 2KM or 5KM walk, and enjoy a chili dinner from 6-8 PM when the walk wraps up.

<https://secure.e2rm.com/registant/FundraisingPage.aspx?registrationID=4029579&langPref=en-CA>

### **Indigenous Cultural Safety training continues**

Certificates of completion for the Central East LHIN-sponsored education, *San 'Yas, Ontario Core Indigenous Cultural Safety – Health* course, have been received by close to twenty hospital staff members.

With representation from across NHH, including the Emergency Department, medical/surgical care, social work and mental health, the interactive course details the history of Ontario's relationship with Indigenous populations. The course has served as a launching pad for further discussion inside and outside the hospital around opportunities to enhance NHH's cultural sensitivity through strengthened ties with Alderville and joint education activities. Members of NHH's senior team took advantage of one such opportunity last month to visit Alderville's Health and Social Services offices and discuss opportunities for partnerships. Following that meeting staff also attended the Health and Social Services Fair at Alderville on January 20<sup>th</sup>. Additional opportunities are also in the works, including the formal representation from Alderville on NHH's Spiritual Care Committee, and NHH's first National Aboriginal Day event, currently planned for June 2018.

### **Bell Let's Talk Day activities**

Members of NHH's community mental health team took advantage of the recent Bell Let's Talk Day (January 31<sup>st</sup>) to chat with groups at area public schools and answer questions about mental health, addictions and local supports. In collaboration with the NHH Foundation community mental health staff also participated in a Q&A session following the free screening of two mental-health related movies at Port Hope's Capitol Theatre. Special thanks to the NHH Foundation for coordinating the movie night.

### **Integrated Regional Director for community Mental Health Services to assume LHIN role**

**Scott Pepin**, Integrated Regional Director for Community Mental Health Services, has accepted a position at the Central East LHIN as the Regional Director of Mental Health and Addictions. This is a new position that reports to the CEO of the Central East LHIN, Ontario Shores (as the mental health lead) and Lakeridge Health (as the addictions lead). Scott will begin his new position on March 5<sup>th</sup>, 2018.

In an announcement earlier this week to staff and physicians, Susan Walsh, NHH's VP, Patient Services and Chief Nursing Executive, shared the following:

*Scott has been with NHH for nine years and his contributions to our organization specifically and Community Mental Health Services in general, are numerous. He has been a very active contributor to our NHH leadership team and had a direct role in strengthening the interrelationship between our Community Mental Health team, the Hospital and our community partners.*

*I asked Scott what he is most proud of... this was his response: "I would say my proudest moment is creating an integrated system of care for patients with mental illness in the northeast cluster".*

*I would like to highlight select contributions that Scott has supported under his leadership:*

- improving access to mental health treatment*
- creating the Stepped Care model for Assertive Community Treatment for the Central East LHIN which just this year saw a reduction in psychiatric bed utilization of a 2 year period for the clients entering the program by over 32,000 days;*
- working with an excellent, dedicated team that always put their clients' needs first;*
- creating the pilot for a walk-in counselling clinic for adults with mental illness in the Central East LHIN; and*
- implementing OTN assessments in the NHH Emergency Department for patients requiring in-depth psychiatric assessments and decreasing the need for these patients to travel to Peterborough for this assessment.*

*The role he leaves is an integrated role with Ontario Shores, Peterborough and Northumberland Hills Hospital, and recruitment efforts to find a suitable replacement will start right away. Please join me in congratulating Scott on this excellent opportunity that truly reflects the systemic leadership he has provided. On behalf of all of us I wish Scott the greatest success and know that he will be looking for opportunities to ensure individuals living with mental health challenges and addictions have a system that works for them and their families, here in our region and beyond.*

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## Operational Excellence

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### **NHH receives provincial support to help accommodate rising ALC patient needs**

Ontario announced this fall that it would be making 2,000 additional beds and spaces available to improve access to care for patients, and reduce wait times in hospitals, at home and in the community.

Of the more than 1,200 additional transitional beds announced by the province, funding for 11 of these beds began flowing to NHH late in 2017, bringing us (temporarily) to a total funded inpatient bed count of 107.

The development was welcome news as NHH has been operating close to and, in some cases, more than this amount of inpatient beds for some time as we cope with increased patient volumes and a 'surge' that is now our new normal.

Prior to the holiday season, teams across the hospital worked hard to develop and implement a plan to bring these new beds into service while, at the same time, take the opportunity to co-locate patients identified as ALC (alternate level of care) into the area of our hospital that best suits their present needs. ALC patients have completed the acute portion of their stay but, to no fault of their own, remain at NHH while awaiting access to beds in more appropriate care settings. In the summer/fall of 2016 NHH averaged 5-8 ALC patients per day in the organization. In recent months this has risen to, on average, 22-30 ALC patients per day.

In December, seven long-term care ALC patients moved from NHH's Medical/Surgical unit 2B to new homes on 1B and 1A, effectively increasing the maximum bed census to 25 patients (1A) and 24 patients (1B), respectively, in our Post-Acute Specialty Services, and opening up much needed bed space for acute care patients.

From a staffing perspective, both 1A and 1B are now staffed by an additional nurse on each shift to accommodate the additional patient volume and the staffing office is ensuring that vacancies are filled.

Earlier this month (February, 2018) NHH received confirmation from the Minister of Health that funding for transition beds would continue in 2017/18 in consultation with the LHIN. We look forward to further details on this funding in the months ahead.

## **New Geriatric Transitional Unit open in Central East LHIN**

Ontario Shores Centre for Mental Health Sciences (Ontario Shores) announced this week that it has opened a new 20-bed inpatient unit that will provide specialized services for older adults with dementia. Designed to assist patients with complex behaviours in an acute care hospital, the unit will support specialized mental health care treatment with an aim to return the patients to the community.

“The Geriatric Transitional Unit (GTU) will help the local health system respond to capacity pressures experienced in acute care hospitals when patients with challenging behaviours no longer require acute care but are not able to transition to an alternate setting such as a long-term care home,” said the February 5<sup>th</sup> news release from Ontario Shores.

The GTU will provide assessment, stabilization, treatment and management of dementia-related behaviours with the goal of timely community reintegration so that patients can successfully transition to long-term care or the referring organization.

The unit was made possible through funding from the Ministry of Health and Long-Term Care through the Central East Local Health Integration Network. “Our acute care hospitals work hard to respond to the ever-increasing population growth and rising numbers of seniors in our LHIN,” said Michael Nettleton, Central East LHIN Board member, in the Ontario Shores release. “With the support of the Ministry, the Central East LHIN is working with all our stakeholders to develop and implement new service delivery models that will transform the health care system and improve the patient experience.”

For further details please see the related release at:

<https://www.ontarioshores.ca/cms/One.aspx?portalId=169&pageId=33942>

## **NHH phone system upgrade on track for implementation in March, 2018**

With no further ability to expand our current phone system, preparations are now under way to migrate to a new state-of-the-art telephone system in March complete with the following benefits:

- A fully digital telephone system
- New staff desk telephone sets
- New staff portable phones
- Increased capacity for handling calls and tracking call volumes
- New voice recognition capacity on the main telephone number
- An upgraded voice mail system
- Better integration of voice mail with email
- Ability to twin desk telephones with Smart Phones
- Call Accounting capability for enhanced tracking of incoming and out-going telephone calls

All telephone numbers and extension numbers will remain the same. Staff training will get under way this month (February) and we are working with our vendor to develop a communication plan to maximize awareness and minimize risk on the day the switchover occurs. Watch NHH communication channels and our February newsletter for details.