



NORTHUMBERLAND HILLS
HOSPITAL

Senior Management
Report to the Board
MAY/JUNE 2017

Quality and Safety

Pharmacy

The NHH Pharmacy has successfully completed its 2017 inspection. The annual specialized review of hospital pharmacies is a new requirement in Ontario and one NHH wholeheartedly supports as a key part of our own continuous quality improvement.

NHH's Ontario College of Pharmacists (OCP) inspection was conducted last month (May 2017) by two OCP Hospital Practice Advisors with support from our own pharmacy team. The service and the supporting equipment was reviewed and NHH was found to be in compliance with all requirements. A number of process recommendations are now being implemented with full completion required by January 2019. NHH's progress against these and any other new standards will be monitored by OCP in next year's inspection.

A strength recognized by the OCP was the Clinical Pharmacy Model introduced at NHH in October, 2016.

Developed with input from staff and physicians across NHH, as well as information from peer hospitals and the latest standards of practice for hospital pharmacies, the goals of this model include:

- supporting the transition of NHH Pharmacy from a centralized to a decentralized model;
- meeting the recently updated hospital standards of practice for pharmacists; and
- streamlining medication processes and more clearly defining the roles of each health care provider involved in drug distribution and administration.

With the shift to the Clinical Pharmacy Model, pharmacists are now working and available directly on the patient care units. Feedback from the team has been positive and this was echoed by the OCP inspectors. The transition has proven to be a change well worth making and NHH is seeing the benefits from one end of the hospital to the other in such key areas as medication reconciliation, access, emergency support, etc.

Nurse Practitioners now permitted to prescribe narcotics and controlled substances in Ontario

On April 19, 2017, the Ontario government passed regulations that enable Nurse Practitioners (NPs) to prescribe controlled substances if they have completed approved controlled substances education. NPs who have not met the education requirement have a restriction on their practice. All NPs currently employed at NHH have completed the necessary education to meet this requirement.

Great Place to Work and Volunteer

NHH staff and physicians honoured at annual service, education and leadership award ceremony

Northumberland Hills Hospital's annual ceremony recognizing staff and physician achievements in service, education and leadership was held May 11th in the hospital's Education Centre.

Fifty-nine individuals were recognized at the event hosted by Linda Davis, NHH's President and CEO, and attended by recipients accompanied by their family and friends.

Of the staff members employed by the hospital directly, twenty-five individuals received 10-year pins, 11 received 15-year pins and two were recognized for 20 and 25 years respectively. Six staff members were honoured for 30 years of service, and one staff member, Health Records Technician Heather Brooking, was recognized this year for 40 years of dedicated service.

A large group of physicians earned long-service awards this year. Eight physicians were recognized as follows by Dr. David Broderick, NHH Chief of Staff, with years of service ranging from a decade to 40 years:

- **Dr. Sania Hakim** (anesthetist) and **Dr. Joseph Parravano** (radiologist), both recognized for 10 years of service to NHH;
- **Drs. Haig Basmajian** (general surgeon) and **Dr. Michael Bayer** (general practitioner), recognized for 20 years of service;
- **Dr. Alison Collins**, the medical leader for NHH's laboratory services, received her 25-year pin and **Dr. Michael Green**, for many years the only obstetrician-gynecologist in the region, was recognized for 35 years of dedicated service; and
- **Drs. Paul Caldwell and Ari Haukioja**, general practitioners, were each thanked for 40 years of hospital service.

Elizabeth Selby, Vice Chair of NHH's volunteer Board of Directors, recognized the efforts of **Dr. Broderick**, who also marked 20 years of service to NHH this year.

Education awards were presented to three hospital staff members this year: **Pam Knott**, Magnetic Resonance (MR) Charge Technologist, completed her MR Safety Officer Certification, Registered Nurse **Rebecca Rutherford** completed her Bachelor of Nursing degree and Registered Nurse **Sharon Tripp** completed her Master of Nursing degree.

The announcement of the 2017 recipients of NHH's Leadership and Innovation Awards concluded the evening ceremony.

Lodi De Wilde, Fourth-Class Stationary Engineer in the NHH Environmental Services department, received the Outstanding Innovation Award.

Presented annually to a member of the hospital team who has demonstrated an outstanding ability to take command of a project or situation, the peer-nominated award recognizes Lodi's contributions behind the scenes to regulate temperature and air control in the building. Though his work is not often seen directly by patients, visitors or staff, it has a major impact.

"Lodi's ongoing analysis and superb attention to detail for our plant operations help us to maximize efficiency of our sophisticated mechanical equipment," said CEO Linda Davis. "In the course of a year this has significant financial and environmental impact by cutting both energy costs and consumption."

Professional Practice Leader Kim Lawn is NHH's 2017 Outstanding Leadership Award recipient. Kim was nominated specifically for her work supporting two of the hospital's Late Career Nursing Initiative (LCNI) projects on initiating patient-controlled analgesia in the post-acute care unit.

As one of NHH's LCNI project mentors, Lawn partnered with two senior RNs to assist with the planning, development and implementation of their project, guiding and coaching them through the process to help ensure successful planning and completion and improve patient outcomes.

"Kim, your commitment to quality care and the integration of best practices at NHH is well known," said CEO Linda Davis. "Your contribution and mentorship in this particular project is a wonderful example of the many ways you exemplify the roles of leader, role model and coach. Thank you for all you do for NHH and the patients and families we serve."

For a complete listing of the 2017 recipients, please see the related news release:

<http://www.nhh.ca/AboutNHH/OurLatestNews/tabid/249/articleType/ArticleView/articleId/794/NHH-staff-and-physicians-honoured-at-annual-service-education-and-leadership-award-ceremony.aspx>

2017 Employee Experience Survey

All hospital staff (full-time and part-time) and professional staff (physicians, midwives and dentists who work at NHH) have received a link and related password with an invitation requesting their input into *NHH's 2017 Employee Experience Survey*. The invitation, sent jointly from Chief of Staff Dr. David Broderick and President and CEO Linda Davis, was issued on May 23rd with a reminder sent again on June 6th.

Conducted for the hospital by NRC Health, an independent outside agency specialized in this work, the Experience Survey was last completed at NHH in 2015.

The 15-minute survey contains questions on a range of subjects related to working at NHH, including opportunities for professional training and development, work/life balance, teamwork, communication, etc.

Individual responses are kept both anonymous and confidential. NRC Health receives all responses electronically, compiles the information received and reports back to NHH leadership on general themes. The exercise is an important element of a broad range of staff communication and engagement tactics designed to help management monitor how the team feels about working at NHH today, analyze trends over time and develop strategies to address opportunities.

Approximately 16 per cent of all recipients have completed the survey to date; NRC Health will continue to receive survey responses for several weeks to maximize input.

Northumberland's Biggest Coffee Morning at NHH!

On Thursday, June 8th, from 8:30 AM to 10:30 AM, NHH President and CEO Linda Davis will host a public Biggest Coffee Morning party in the Main Street Bistro Kiosk at NHH.

For a donation of your choice, Linda will be happy to serve you coffee, tea and a breakfast treat! Donation receipts will be issued by the NHH Foundation for donations of \$20 or more. With parties planned throughout the community, this year's event celebrates the lives of Happy Mireault, Paul Leonard and Pat Hawkins. Proceeds from the parties will fund the purchase of a digital mammography unit for the Clay and Elaine Elliott Women's Health Centre. Hope to see you there!

Collaborative Community Partnerships

Cobourg Police partner with software firm, NHH to improve mental health crisis response

When individuals with mental health challenges are in crisis, local police are often summoned to respond. "It's our job to keep the person and the community safe," says Chief Kai Liu of the Cobourg Police Service. "By law, we also must decide if the person needs to go to the hospital for emergency assessment."

Beginning this week, officers will have a new tool available to them when responding to crisis calls. Cobourg Police Service has adopted a new mental health crisis response system, HealthIM™ (www.HealthIM.com).

Based on a clinical screening tool which was specifically designed for law enforcement use, HealthIM software runs inside cruisers and on police mobile devices. The tool assists officers in determining the best environment for a person in crisis. When a trip to Northumberland Hills Hospital (NHH) is required, the system alerts the triage nurse in advance, communicating vital mental health information. This helps healthcare staff prepare and to provide more timely treatment. Outcomes improve when individuals get the treatment they need as quickly as possible.

"A lot of mental health visits we see in the Emergency Department are preventable through better screening and access to community resources," confirmed Scott Pepin, Integrated Regional Director for the Community Mental Health program at NHH, in the Cobourg Police June 5th news release.

“HealthIM is like a mental health strategy in a box,” said Chief Liu. “It helps our members identify the best actions to take and supports great collaboration with our community partners.”

Thank you! NHH Big Bike raises over \$1700 for heart and stroke research

The NHH team took to the local once again on **Tuesday, May 23rd**! With support from the NHH Foundation and several students we almost filled that 29-seat bike. Thanks to sunny skies, a super driver, a new route and a VERY fast run we had a lot of fun and, most important, we raised big bucks for the good work of the Heart and Stroke Foundation. Congratulations to NHH Geriatric Emergency Management Nurse Sarah Gibbens for raising the highest amount (\$460!) and earning that coveted easy seat. Thanks to all who supported this annual event once again through their muscle power and their donations.

Operational Excellence

Welcome base funding increase announced for NHH, area hospitals

First announced in Ontario’s Budget announcement in April, hospitals will be seeing some long-awaited operational funding relief. Northumberland Quinte-West MPP Lou Rinaldi held a press conference in the NHH Bistro on May 5th to announce specifics regarding the government’s decision to provide further increased base funding to all three hospitals in our region, including NHH.

As part of a 3.1% increase in hospital sector funding announced, NHH will receive \$839,394 in new dollars (approximately 2% over our current base).

This important recognition of the role hospitals play and the pressures we face is very welcome news.

The Ministry of Health and Long-Term Care has recognized that, although much of one’s care occurs in the community, when individuals are acutely ill the hospital needs to be ready and able to provide intensive diagnostics and treatment.

MPP Rinaldi directly acknowledged hospital staff--the “folks on the ground at the hospital sites” for “stepping up to the plate” in the face of recent pressures. With NHH’s surge status at 23 beds over census at the time his remarks were delivered, the point was very well taken.

The past years of zero funding increases coupled with rising costs of care delivery and increasing patient need have meant for some difficult times for NHH and the patients we serve.

This past year has been a welcomed relief with the previous funding provided in 2016/17 and now this new increase of 2% to our base.

NHH is grateful to the work of the Central East LHIN in identifying and advocating for this needed increase. NHH is also very encouraged by the fact that the Minister of Health and Long-Term Care, Dr. Eric Hoskins, has recognized that there is still work to be done for medium-sized hospitals such as NHH and has committed to reviewing recommendations by August of 2017 to address the ongoing concerns that have been flagged for hospitals such as ours.

For details on the funding increase announced last month, please see the related news release:

<http://www.nhh.ca/AboutNHH/OurLatestNews/tabid/249/articleType/ArticleView/articleId/789/Northumberland-Quinte-West-hospitals-to-get-boost-from-2017-provincial-budget--839394-for-NHH.aspx>

2017/18 – 2020/21 Strategic Plan released

Following approval by the NHH Board of Directors at the May 4th meeting, NHH has released the 2017/18 – 2020/21 Strategic Plan to staff, partners and the community.

The result of an extensive internal and external consultation process and analysis of current patient volumes and anticipated future growth, the new four-year Strategic Plan lays out a roadmap for the sustainability of NHH as an efficient, high-quality community hospital with growing linkages between local and regional partners to further strengthen local patient care.

Rooted in a re-affirmed service mandate and shared purpose—*Exceptional patient care. Every time*—the Plan contains an updated set of five core values reflecting input from internal and external stakeholders alike, namely integrity, quality, respect, compassion and teamwork.

To achieve this shared purpose, the Plan sets out four distinct Strategic Objectives that will guide the hospital team over the next four years:

- Quality and Safety;
- Great Place to Work and Volunteer;
- Collaborative Community Partnerships; and
- Operational Excellence.

Associated with each Objective is a set of priorities or actions which will be further detailed at a program and unit level in the days and months ahead. Progress will be monitored and measured for each with the support of quality and safety indicator tools such as the corporate Quality Improvement Plan, the work plans of Quality and Practice Committees and the individual work plans of staff and leaders throughout the organization, with regular reporting through to the Board of Directors.

NHH's 2017/18 – 2020/21 Strategic Plan is available for download in several forms on the hospital website, nhh.ca:

- the full 193-page Strategic Plan document, complete with its related Appendices including a detailed Environmental Scan;
- the Strategic Plan minus the Appendices (37 pages); and,
- a short one-page Strategic Plan highlights document.

For questions, or to request a hard copy of any of the above, please contact Jennifer Gillard at jgillard@nhh.ca or 905-377-7757.

Annual Meeting June 22nd – All welcome!

NHH's Annual Meeting will take place on Thursday, June 22nd in the hospital Education Centre (second floor). With a keynote address on hospital funding and health system transformation from Melissa Farrell of Ontario's Ministry of Health and Long-Term Care, items of business will also include the financial and auditor's report, appointment of the auditor for 2017/18 and reports from the Chair of the Board, the President and CEO and the Nominating Committee (Election of Directors).

Advance copies of NHH's 2016/17 Audited Financial Statements will be available for review on the hospital website, nhh.ca, after June 9th, 2017. Hard copies will be available on request from the Administration office by calling 905-372-6811, ext. 4004.