

REVIEW OF NORTHUMBERLAND HILLS HOSPITAL BEGINS

External team chosen to look at five key areas

NEWS

July 8, 2015

An external operational review of Northumberland Hills Hospital (NHH) is about to get underway with the announcement today from the Central East Local Health Integration Network (Central East LHIN) that a team from Hay Group has been selected to conduct the review.

With international, national and provincial expertise in health care administration, care delivery, governance and operations, the six-member team, along with a group of respected clinical and governance advisors, will support NHH in the development of an Improvement Plan that will address the hospital's long-standing financial challenges and allow it to provide sustainable care for its community.

The team will focus on Financial Management Practices; Clinical Services and Operations; Clinical Quality; Integration Opportunities; and Governance Oversight. The Improvement Plan will identify a proposed future role for the hospital and the services it could be delivering, what management and governance processes could be improved, and what opportunities for clinical and operating efficiencies it could enact to reduce costs.

The external operational review team will conduct their work over the next three months with a report being presented, first to the NHH Board and then the LHIN Board, in September/October.

Working together, the LHIN and NHH will support the review team as they gather feedback from hospital staff, physicians, patients and caregivers, NHH's health care partners and the community as the Improvement Plan is developed.

QUOTES

"I am pleased to see the strong collaboration continue between the Northumberland Hills Hospital and the Central East LHIN as thoughtful steps are taken to develop a long term strategic and sustainable plan for our local hospital. I am confident that a viable model will emerge that will be financially sustainable and ensure continued access to the services that the residents of our communities require now and in the future."

- Lou Rinaldi, M.P.P., Northumberland-Quinte West

“While NHH ended the 2014/15 fiscal year in a surplus because of revenue received in the last quarter and significant one-time funding, changes in how health services are funded, inflationary pressures and increasing demographic pressures are outstripping the gains we are making in efficiencies. We welcome the deeper look at our pressures that this LHIN-led review will provide. We are working hard to introduce new ways to increase revenue and reduce costs without affecting services and look forward to the expertise that the review team will bring in developing an Improvement Plan for consideration by our community and our Board.”

- Jack Russell, NHH Board Chair

“The LHIN’s mission is to create an integrated sustainable health care system that ensures better health, better care and better value for money. This has meant working closely with our health service providers and their Boards on innovative and efficient ways of delivering care. The development and adoption of a satisfactory Improvement Plan as a result of the external operational review process will be an important step in ensuring NHH’s long term sustainability in the overall system of care in the Central East LHIN.”

- Wayne Gladstone, Chair, Central East LHIN Board of Directors

QUICK FACTS

- This process began in August 2014 when NHH notified the Central East LHIN that it was facing a deficit and would be challenged to achieve and maintain a balanced budget.
- The Central East LHIN supported NHH’s call for coaching assistance at the end of October 2014 and, upon receipt of the coaching review results in January 2015, directed the hospital to prepare an Improvement Plan.
- Recognizing that NHH required more time and support to develop a satisfactory Improvement Plan, the Central East LHIN took the lead in recruiting and appointing the external operational review team.

LEARN MORE

For more information on the Northumberland Hills Hospital – External Operational Review, please visit the Central East LHIN website – www.centraleastlhin.on.ca – and click on [“Accountability – Performance - Northumberland Hills Hospital - External Operational Review.”](#)

For more information:

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BACKGROUND

The Northumberland Hills Hospital External Operational Review Team membership includes:

Project Director – Mark Hundert

Mr. Hundert received his MS in Operations Research from Northwestern University in Evanston, Illinois and his BAsC in Industrial Engineering from the University of Toronto and is a member of the Canadian College of Health Services Executives (CHE), the Institute of Certified Management Consultants of Ontario (CMC) and Professional Engineers Ontario (P.Eng.). Over the past thirty years, Mr. Hundert's career has been devoted exclusively to health care consulting. He specializes in the planning, analysis, improvement, management and governance of health care services.

Project Team Member - Dr. Isser Dubinsky

Dr. Isser Dubinsky is an Associate Professor in both the Department of Family and Community Medicine and the School of Health Policy Management and Evaluation at University of Toronto. Dr. Dubinsky is an honours graduate from the University of Toronto's medical program (1975). Dr. Dubinsky is currently an Associate Professor in both the Department of Family and Community Medicine and the School of Health Policy Management and Evaluation at University of Toronto. He has published more than thirty articles in scientific literature, served as an editor of two textbooks on emergency medicine, lectured around the world and has served as a visiting professor in the United States, Malaysia, Israel, and Japan. He is the past winner of many awards for excellence in teaching, including the prestigious PAIRO award. Prior to entering consulting, Dr. Dubinsky was Chief of the Department of Emergency Medicine at University Health Network. Prior to this he was Chief of Emergency Medicine at North York General Hospital, one of Canada's busiest emergency departments.

Project Team Member - Chris Helyar

Chris Helyar has a Bachelor of Laws Degree from Osgoode Hall Law School and a Bachelor of Applied Science Degree in Electrical Engineering from the University of Toronto. Chris is a past President of COACH, Canada's health informatics association and a member of the Board of Directors of the Michener Institute for Applied Health Sciences. Chris has been a member of health service and funding advisory groups in Alberta, New Brunswick, Saskatchewan and Ontario, and a consultant to the Ontario Joint Policy and Planning Commission. Prior to joining the Hay Group, Chris was Vice-President, Product Development, Canadian Institute for Health Information (CIHI, formerly HMRI) where he created the Product Development department and established a permanent case mix technology development and health services research team.

Project Team Member - Robert Kimsto

Robert Kimsto has more than 25 years of health care experience in management consulting, industrial engineering, and information systems. Robert has had key roles in hospital operational improvement projects, and brings to the project his expertise in organizational review, workload measurement and staffing analyses, management and operations of health care organizations, restructuring, and quantitative analysis. He has experience in reengineering and review of inter-departmental and extramural processes and opportunities. Robert holds a Bachelor of Technology degree in Industrial Engineering, is certified in Lean Healthcare through the University of Michigan and as a Process Improvement Specialist through ProcessModel, Inc. Robert has served as a Trustee and past Treasurer for a small rural hospital in South Western Ontario.

Project Team Member - Irene Petersen Gray

Irene Petersen Gray received an M.B.A. from York University, a B.N. from Dalhousie University and a R.N. from Foothills General Hospital. Irene is a member of the Canadian College of Health Service Executives - CHE Designation, the College of Nurses of Ontario and the Registered Nurses Association of Ontario. Irene is a member of the Ethics Board of the Salvation Army. She has been a member of the Board of Directors of the Hong Fook Mental Health Association and a member of the National Advisory Committees for the Salvation Army. She is a past President of the Canadian Association for Quality in Health Care and past Editor for the Canadian Journal for Quality in Healthcare. She has also been a member of the Quality Advisory Council of the Canadian College for Health Service Executives.

Project Team Member - Adam Topp

Adam Topp has served as Chief Operating Officer, Winnipeg Health Sciences Centre and Grace General Hospital. He has also served as Vice President Clinical Operations at Sunnybrook & Women's College Health Sciences Centre and prior to that he held the position of Vice President Corporate Performance & Chief Financial Officer. He also served on and advised several Ontario Joint Policy and Planning Committee subcommittees on hospital funding. Adam has served as guest faculty for the Canadian Health Services Research Foundation, Executive Training in Research Application since its inception in 2004. He holds an MBA and a BAsC from McMaster University. Adam is a Past-Chair of the Board of the Healthcare Insurance Reciprocal of Canada, and has served on several health related Boards including the Ontario Association of Community Care Access Centres, Anne Johnston Health Station (CHC), Salus Global Corporation and Shair International.