

Education Session

Janna Hotson, Vice President Clinical Services/Chief Nursing Executive delivered a presentation on the organization's Emergency Operations Debrief and Pandemic Wave Two Preparedness.

- After 6 months of Emergency Operations, a debriefing process was undertaken so that the organization could reflect on our pandemic response thus far, and implement our learnings for continued emergency operations into the future.
- In Long-Term Care, a Preparedness Assessment was required to be completed before the end of August.
- The debrief outlines a number of areas that went well, most notable that we had no confirmed COVID-19 cases amongst staff, patients, and residents from March to date. Other successes include the maintenance of essential services, the creation of a Clinical Sub-Group, our communication strategy, and the implementation of a central scheduling office. Areas for improvement were also identified through the debrief process, such the addition of a negative pressure space, and the need for new space designs to meet physical distancing requirements. For example, we need to look at how we can keep people separate in the Emergency Department and in ward rooms. In Long-Term Care, the Preparedness Assessment identified areas for improvement in IT and data analytics, space for visiting, and isolation.
- As part of debriefing process, the organization undertook a stakeholder survey in August 2020 to gain the perspective of key stakeholders and assist in evaluating the organization's emergency response and management from March to August 2020. The survey received a very high response rate, including a high number of responses from staff, physicians, patients and community partners. The positive responses helped to validate some of the practices that were put in place early on in the pandemic.

Meeting Highlights

Auxiliary

- The Gift Shop remains closed. It is planned that the Gift Shop will re-open once additional restrictions are lifted and entry to the organization is moved back to the Main Entrance. Opening of the Gift Shop will remain on hold as we monitor COVID-19 developments over the coming weeks.
- The Whistle Stop has re-opened and is receiving an overwhelming amount of donations.

COVID-19

- Regular updates are being provided on a routine basis.
- Failure Modes and Effects Analysis: COVID-19 Surge
 - A Failure Mode and Effect Analysis (FMEA) exercise was conducted as part of the organizations planning response to identify organizational response to an external surge of COVID-19 prevalence, with resulting increased demand for inpatient care exceeding organizational and regional capacity. The document highlights the key steps that were taken during the early phases of the pandemic, such as decreasing our bed capacity to prepare for a potential surge in COVID-19 patients, the establishment of a clinical sub-group of the Emergency Operations Centre. In addition, a central scheduling office was implemented, and has been continued, as it is a more effective use of our resources and would help us if we had limited capacity due to staff illness.

Foundation

- Third party fundraising events have been cancelled due to the pandemic. For example, the Kitchissippi Run originally scheduled to run on the first Sunday of October, has been cancelled.
- The online Catch the Ace raffle lottery has kicked off, and is now in its third week. The Foundation's decision to end paper ticket sales and transition to electronic tickets was made to eliminate the potential health risk to volunteers with paper ticket sales and to also look to keep the lottery raffles sustainable into the future.
- The Executive Director role has transitioned from full-time to part-time.

Four Seasons Lodge

- Long-Term Care Bed Application
 - A virtual meeting was held in August with MPP Yakabuski to advocate for our long-term care bed application. A letter has been sent to the Minister of Long Term Care and we will be continuing to regularly advocate with MPP Yakabuski in an attempt to progress this application forward.
- Long-Term Care Public Inquiry into the Security of Residents in the Long-Term Care Home System
 - A Briefing Note was provided on the "Public Inquiry into the Safety and Security of Residents in the Long-Term Care Homes System", which was released on July 31, 2019. Resulting from the inquiry and report, recommendations were identified aimed at improving system ability to maintain resident safety in long-term care homes. The Briefing Note outlines recommendations that affect our organization. Over the summer, the Four Seasons Lodge has adapted operations to be in compliance with the legislative amendments that are now in effect as a result of the public inquiry. Specifically, the three items now in place include (1) glucagon safety, severe hypoglycemia, and unresponsive hypoglycemia management, (2) standardized resident death reporting, and (3) resident death investigations.

Hospital

- eCTAS
 - Project launch meeting is planned for the end of September.
 - Planned go live with this provincial electronic triage tool is February 2021.
- Diagnostic Imaging
 - New ECG equipment was put into use on September 8, 2020.
 - New software is anticipated to be live in November.

North Renfrew Family Health Team

- Family Health Team Business Case Submission
 - The Ministry has received all documents related the FHT Business Case Submission.
 - The Ministry has uploaded the documents into the Capital Branch's intake platform to initiate the technical review process.

Organizational Updates

- Accreditation Follow up
 - From our 2019 Accreditation survey, six of the unmet criteria were in relation to our performance evaluation process. After being trialed by management in 2019, the performance evaluation program was launched for all staff in August. Even though focus for the organization has been on COVID response, it was felt that pursuing the implementation of our performance appraisal program supports the strategic priority of "People" and would remain a priority to move forward.
- Capital Improvements
 - Boilers
 - Boilers were commissioned on September 10.

- Clinic Area
 - New flooring was purchased to replace carpeted areas in clinic spaces at the recommendation of infection prevention and control. This flooring was installed prior to the space being used for clinical interactions.
- Drain Repairs
 - The roof drain (family health team section) and the floor drain (in the kitchen) are being repaired.
- Loading Dock
 - Repairs completed.
- Main Electrical Breaker
 - Proceeding with electrical improvements to prevent main breaker tripping when a power outage occurs.
- Finance
 - Financial Statements
 - The draft financial statements for the first quarter of the 2020-2021 fiscal year were presented. The organization experienced a deficit in Q1 of \$118,580, which is a negative variance to our budgeted deficit of \$17,494. This deficit was expected due to the financial burdens imposed by COVID-19 on the organization.
 - Health Infrastructure Renewal Fund (HIRF)
 - The Ministry of Health has confirmed funding approval for the Deep River and District Hospital (DRDH) to receive just over \$925,000 in much needed infrastructure funding, under the Health Infrastructure Renewal Fund (HIRF).
 - With this year's HIRF funding, the Deep River and District Hospital will be working hard to replace aged critical infrastructure to ensure the facility is able to meet the needs of our communities. Specifically, the funding will be used to replace and upgrade the original electrical service and distribution.
- Human Resources
 - Mary Goodchild hired as Human Resources Officer, with a start date of September 21.

Regional Updates

- Electronic Health Record Update
 - A meeting was held earlier this month with The Ottawa Hospital to discuss our transition to the Epic Hospital Information System. After a pause during the initial stages of the pandemic, The Ottawa Hospital is now ready to resume discussions about the on-boarding process. Over the next one to two years, our organization is one of at least two organizations that will be coming on-board with Epic and The Ottawa Hospital.
- Influenza Clinics
 - Public Health is looking for help with delivering influenza immunization clinics this fall, since they are busy with COVID-19 response. Our organization is looking to support the community by hosting immunization clinic(s) in Deep River or the surrounding area. We are hoping to have the clinic(s) in early November in a large indoor offsite location(s).
- Ontario Health Teams
 - OHT Leads (in our area) have been following up on information received from Ministry.
 - The Ministry has asked our OHT Leads to hold off on planning any facilitated session with regional partners.
 - The Ministry has started calls (across the province) with OHT Leads (for OHTs that are in development) and is providing direction on next steps and recommendations regarding partners.
 - The Ministry has indicated that they will organize a call with our OHT Leads in the coming months.