

### Education Session

- William Willard, Executive Vice-President and Chief Financial Officer
- William provided a presentation on 2024-25 budget development, including an overview of the preliminary assumptions used when developing next years' budget including utilization trends, cost pressures, initiatives and external factors. Utilization data projections across all sectors of the organization were shared, highlighting that the Family Health Team with the new Integrated Virtual Care (IVC) model in place should see a similar number of patient visits completed in the coming year, the Four Seasons Lodge occupancy continues to be above 97% and ongoing capacity pressures and Ministry of Health directives in acute care have the inpatient unit projected to operate with increased capacity by 25%.
- William highlighted the process will include the utilization data to trend expected expenditures and patient and resident related revenues. William noted the 2024-25 budgeting process is still in the early phases and further information related to funding, specifically Bill 124, is needed to form an accurate and informed budget for the 2024-25 fiscal year. At this point in time, the Executive Team is anticipating an increase demand in services, and does not forecast any changes to the compliment of services offered by DRDH.
- The organization's Fiscal Advisory Committee, which brings together staff from across the organization as well as Board to review projected budget, programs and services, is set to meet in November, where additional feedback will be gathered on cost saving measures and strategies for increasing revenue. The next draft budget will flow to the Resource & Audit Committee in December before final approval by the Board of Directors in January.

### Board

- The Board of Directors approved a refreshed 2023-2025 Communication Plan. The plan includes an overview of the purpose, objectives, audiences, our story, internal communications, external/stakeholder communications, communication calendars, as well as evaluation metrics for the organization's communication strategy. The refreshed Communication Plan has been updated to ensure alignment with DRDH's new 2023-2027 Strategic Plan.
- The Board of Directors is finalizing plans for the launch of the 2023-2027 Strategic Plan in early November, and is looking forward to sharing the exciting new direction with the organization and community.
- In October, the Board Chair provided a congratulatory message to the entire DRDH team to recognize their quality improvement work and celebrate the positive feedback received across all three sectors. Resident and Patient Satisfaction measures across all three sectors achieved outstanding results, and the Board extended their congratulations and thanks to all staff for their hard work to achieve this.

### Auxiliary

- The Gift Shop has begun to stock the shelves with Christmas items and the Whistle Stop will soon follow. Sales are planned for the upcoming weeks!
- Winter items are being passed along to support requests from The Grind in Pembroke. The Auxiliary continues to look for donations of gloves, coats or boots, so please contact Eileen Burke if you can help fulfill any of these needs.
- The Auxiliary Volunteers will assist with decorating the Four Seasons Lodge for Christmas with the residents this year close to the end of November.

## **Foundation**

- The Foundation Board has welcomed three new members to the Board of Directors; Jeremy Tyrrell, Ken Philipose and Jan Kallio. Orientation for new Board Members occurred at the Foundation's November meeting, including a tour of the organization.
- The Board Chair and Fundraising Coordinator attended a seminar for Foundation Board Members and Executive Directors from across the Ottawa Valley region. The event was a beneficial opportunity for information sharing, noting that many of the Boards are moving away from events and single transactions towards relationship development and long-term gifts.
- Fundraising efforts continue in full force for the Closer to Home campaign, with plans for broader campaign communication in November being finalized.

## **Health Campus Updates**

### Building Services

- Work continues on the roof replacement, as well as internal and external storage and site preparation throughout the health campus.
- The Building Services team has successfully relocated equipment and supplies from the garage, which was demolished during October, into the new shed as well as relocated shed and existing sea containers. As part of relocation of equipment, a clean out of outdated equipment was completed.

### Diagnostic Imaging

- The organization celebrated Breast Cancer Awareness Month throughout October by engaging in conversations about breast health and celebrating the Diagnostic Imaging team's valuable role in screening the community through the Ontario Breast Screening Program. The organization wore pink on October 10th in recognition of Breast Cancer Awareness Month and had a visual display in the main entrance to share information with the community.

### Emergency Department

- The organization's first ventilator equipment, which also provides BiPap and CPap capabilities, arrived in October. Training is planned for early November on use of the equipment to enhance capabilities for care in the Emergency Department (ED) and in the Medical Unit.
- The organization is completing a readiness assessment for the Ministry of Health in relation to a new ED Pay for Results initiative. The readiness assessment reviews capabilities of the organization to improve patient flow through the ED, as well as the potential impact of investments of additional funding in continuing and building efficiencies in ED operations.

### Emergency Preparedness

- An update on the localized and regional response to the recent fire at the Ottawa Hospital was shared. The Ottawa Hospital (TOH) recently experienced a fire which escalated into the need for an evacuation, which has caused some stress across the region in health system partners. Regional Chief Nursing Executives and CEOs continued to meet daily to monitor and coordinate response across the region, with regular operations slowly resuming at TOH.

### Family Health Team Capital Development

- A Briefing Note and Project Status Report were presented providing a project update for the Primary Care Capital Development. The report highlighted current activities including enabling works and site preparation as well as construction procurement activities proceeding towards finalization. Ministry of Health final approval is anticipated shortly, which will allow the organization to proceed with finalization of construction schedules and ground-breaking activities.

### Family Health Team (FHT)

- A report on the successful launch of the IVC model of care at the FHT has been provided. All patients who are moving to this new model have been directly contacted through email and

phone calls to ensure they have all the information they need and can ask any questions about the new model. If patients didn't receive any direct communication from the FHT regarding this transition, then their delivery of care remains unchanged.

- The Board further heard details about how patients participating in IVC model will have continuity of care with a specific family physician, just like in a traditional primary healthcare model. The only difference is that IVC physicians work offsite with support from onsite nurses and special technology which results in the same quality comprehensive care as in traditional settings. The IVC model is transformative for rural healthcare because it allows our community to access family physicians to serve our community without the additional barrier of recruiting them to physically live here.

#### Four Seasons Lodge Long-Term Care

- Dr. Elizabeth Noulty, Long-Term Care Medical Director, was in attendance to provide an update on care and services in the home. Dr. Noulty provided an update on Computer Prescriber Order Entry (CPOE) pilot program the home has undertaken, sharing learnings and progress as work continues to improve CPOE as the program is rolled out to other Long-Term Care homes. Dr. Noulty shared that this has improved medication safety our residents tremendously with clear concise computerized orders.

#### Human Resources

- A review and update of the organization's Corporate Orientation was completed by the leadership team. The updated corporate orientation presentation was delivered in October. Feedback from session participants will be used in future adjustments for onboarding and orientation.
- The organization's process for 90 day review post onboarding was redeveloped and implemented in October. Feedback from staff at 90 day review will be reviewed on a quarterly basis by the Executive Leadership Team, and feedback will be incorporated into operational planning and staff supports.

#### Infection Control & Occupational Health

- The annual influenza vaccine campaign for DRDH team members has begun, with further plans for staff and family influenza immunization campaign underway.
- The organization celebrated Infection Prevention & Control Week October 16-20, 2023 with educational activities held throughout the week including a celebratory organizational BBQ.

#### Medical Inpatient Unit

- The Medical Floor census has remained high throughout the month of October, with the organization reaching 118% of bedded capacity in late October. Preparations are in place to manage the anticipated prolonged seasonal respiratory surge, including to continue to be able to operate at the directed 120% of bedded capacity.

#### Quality

- In preparation DRDH's Accreditation Survey in November, the organization hosted a 'Mock Survey' Oct 23-24, 2023. Feedback from the mock survey included positive performance for readiness for the survey in November, and identified several areas to focus on to enhance preparation ahead of the survey. All clinical and non-clinical areas were observed, and staff from across the organization were able to participate and engage with the surveyor as practice. Positive feedback from staff was received that it enhanced the organizations', and the teams', feelings of preparedness. Feedback was provided to teams on performance during the Mock Survey during Accreditation Drop-In Sessions, as well as rounding.
- Education and practice for the Patient Family Advisory Council (PFAC) and Patient and Family Representatives is planned for late October based on feedback received from the PFAC. The focus will be on building awareness of Accreditation and quality throughout the organization.