



Deep River and District Health Board Meeting Highlights May 2024

Board

- The Board received education from Board Member, John Osborne, following attendance at the recent Ontario Hospital Association (OHA) Leadership Summit. John shared learnings from the Board Chair session held with Board Chairs and OHA leaders across the province, including information from discussions that provided broader insight into challenges faced by hospitals provincially.
 - A variety of presenters attended the summit, including Former Health Minister Jamne Phillopot who spoke about upstream approaches to health, including identifying health themes outside of the Emergency Room (ER) to prevent ER admissions upstream, and how Boards and hospitals play a pivotal role in community engagement and health. Both the Deputy Premier and Minister of Health, Sylvia Jones, as well as Premier Ford, attended the summit and passed on appreciation for the work of the health sector.
 - A written overview of learnings submitted was distributed to members of the Board following tonight's meeting, and the recommendation to continue to engage and partner on a provincial level to support enhanced awareness of the provincial landscape.
- The Board discussed plans for the upcoming Annual Meeting on June 26th. The audit partner from KPMG will be in attendance to present year-end financial statements, and new Board members will also be in attendance. Requests for public participation may be made in advance in accordance with the Board policy on public attendance at meetings, available on the DRDH website.
- The Nominating Committee of the Board provided an update on the current recruitment cycle underway. The Nominating Committee has completed interviews, and will bring forward names for election for three Board members and Patient Representatives at the Annual Meeting in June.
- The Board received and approved the Annual Operating Plan for the Family Health Team, along with a presentation outlining accountability requirements and focuses for primary care activities over the last and current fiscal years. Highlights of the Annual Operating Plan and communication are shared below:
 - The Family Health Team (FHT) Annual Operating Plan (AOP) is part of each FHT's accountability requirements to Ontario Health East. It is completed annually and allows for reflection on the previous year as well as an opportunity to outline program and operational goals for the FHT for the upcoming year. The AOP acts as the accountability agreement to Ontario Health for our FHT, outlining performance indicators for the coming year that require monitoring and reporting.
 - The plan reviewed and documented both past year performance as well as future year service planning. Currently the Family Health Team offers a Hypertension Management Program, Diabetes Management, Acute and Episodic Care, Smoking Cessation Programs, Vaccination Programs and Well-baby Program. Over the coming year, the FHT has identified areas of program development including expansion of Well- Women Clinic and Services, and introduction of Veteran Support Programs, including transition support for veterans exiting the military.
 - In completing the 2024-2025 AOP, the services planned are designed to be delivered within the anticipated budget for the FHT in 2024/25. Based on information to date, it is expected that the budget for the FHT will be the same as 2023/24, meaning DRDH will need to mitigate cost increases and inflationary increases expected for 2024/25. Given the pressures of increases, the FHTs in the region continue to work with Ministry representatives to communicate the need to increased funding for the sector.

- The Board received an update on the Primary Care Building Construction. Highlights of the project status report were provided and included:
 - Construction activity is well underway and progressing, although the schedule did experience some slippage due to the rainy weather, with a total schedule loss of several days. Regular contact is maintained with the project team who are confident that time will be made up within the schedule. In the coming days it is expected that the forms will be removed and back filling will be underway.
 - Over the coming weeks there will be changes to the parking lot as final work occurs below ground. This includes a decrease in overall parking spaces as asphalt is removed and gravelling is done in preparation for tying the FHT building into existing power.

Foundation

- The Foundation was pleased to share that the *Closer to Home* Campaign has now reached over 62% of the total fundraising goal. The Run for Home is coming up on June 22nd 2024, and so far 200 participants have registered. The Foundation is also moving onto the second round of the “Split the Pot Lottery”.
- Recruitment is ongoing for the addition of an Administrative Assistant/Events Coordinator as part of the Foundation’s new Strategic Plan
- Work on the refreshed donor wall, fully funded by grants, is ongoing and expected to be completed in July. Positive re-engagement with donors following the announcement of the donor wall upgrades was shared, as well as plans to celebrate the re-launch in July.

Health Campus Updates

Diagnostic Imaging

- Ultrasound capabilities have experienced a temporary reduction in capacity due to an anticipated, prolonged leave. Recruitment efforts for an ultrasonographer to fill the anticipated leave continue, however have not yet been successful. It was highlighted that currently DRDH retains capabilities, however this shortage will likely have an effect on patient wait times.
- Following announcement that eligibility under the Ontario Breast Screening Program (OBSP) has increased to cover ages 40-49, the Diagnostic Imaging team is looking to increase capacity to meet anticipated increased need. A regional survey took place to understand the capacity of OBSP sites given the lowered age of eligibility for the program. DRDH completed the survey and await further information regarding OBSP expansion.

Financial Position

- Budget 2023/2024 - Preparations for the 2023/24 fiscal year-end audit are underway. It is anticipated the organization will finish the year in a surplus position.
- Budget 2024/2025 – No information related to base Hospital funding for 2024/25 has been received to date. Some ancillary programs have been confirmed, which were anticipated and included in the budget

Human Resources

- As part of a regional RFP, DRDH is transitioning Employee and Family Assistance Program providers to Homewood Health on June 1, 2024. The transition provides improved pricing with comparable services available to employees and their family members. Additionally, the contract includes services for DRDH and other fee-for-service benefits to DRDH to utilize. Communication for staff and support during the transition is underway.
- The organization celebrated Nursing Week in May, with daily activities that involved all staff of the organization and celebrated nursing team members.
- DRDH participated in the Community Resource and Job Fair held by the Petawawa Military Family Resource Centre (PMFRC) at the Deep River Library on May 25th.

- Enhancements to the staff break area are underway as new outdoor furniture is being procured to provide seating for staff to enjoy during their breaks.
- The search for a Chief Nursing Executive is underway. An active posting is available online, and a review of candidates is ongoing.

Information Technology

- A successful integration of the Telemetry Equipment in the Emergency Department and Medical Inpatient Unit's to Epic has gone live. This work was planned as a post go-live integration from the initial Epic implementation and will upload data captured by the equipment directly into the patient chart, providing the care team as well as patients with instant access to readings. This promotes further integration of the electronic record with patient monitoring equipment, as well as seamless information to be available for both providers and patients.
- Work has continued to upgrade the CCTV equipment at DRDH as the existing system had reached end of life. The upgraded equipment is expandable and will be installed at the new buildings to support increased staff, patient and resident safety.

Long-Term Care

- The organization experienced a visit from a Ministry of Long-Term Care Compliance Inspector on May 6th and 7th, following up with the fire and evacuation of the home reported as a Critical Incident that occurred on November 20th, 2023. No findings were found related to the organization's emergency response and temporary evacuation of the Four Seasons Lodge during the incident. The public inspection report will be included as an attachment, provided to Resident and Family Council as well as posted on the organization's website.

Medical Inpatient Unit

- The Medical Floor census continues to remain at or above capacity. Currently the Medical Floor is operating at 115%. The need for inpatient acute care services continues to remain high with no immediate opportunity for respite anticipated.

Nursing

- The Community Commitment Program for Nurses has approved DRDH to recruit up to 3 nurses through this incentive, which focuses on providing financial incentives to nurses with a return of service to rural communities. The offer will be incorporated into recruitment of new nursing staff to the organization and community.
- A letter of support for a new School of Nursing being developed in partnership with Carleton U and TOH was provided. Ongoing feedback will be provided as to development and integration with existing programs and opportunities.

Pharmacy

- As part of maintenance of the hospitals pharmacy license, the annual onsite inspection with Ontario College of Pharmacists (OCP) occurred on May 1. An Inspector from OCP attended onsite to review medication safety practices, as well as the hospital pharmacy and medication storage areas and practices. The inspection report was included for the Board for information, with two areas of improvement noted. It was shared that oversight of improvement actions in areas identified will be followed through the operational Pharmacy and Therapeutics Committee, with an implementation plan which is now in place and scheduled to be completed by June 10th 2024.

Public Relations

- The CEO and a Board Representative attending the Ontario Hospital Association Annual Leadership Summit in May, with representatives from hospitals across Ontario.
- Engagement with representatives from the Deep River Horticultural Society occurred in relation to landscaping planning for both the Primary Care as well as Long-Term Care capital developments. Following feedback provided over the last few years from Horticultural Society members as a result of landscaping planning for the developments, an adjusted approach will

be used for both developments that focuses on using more naturalized species which will grow and thrive in our growing zone, and blend in with the natural environment surrounding the health campus. Input from Horticultural society members in selection of plants, trees and approaches to implementation will be sought starting with the Primary Care build, which is anticipated to be completed in spring of 2025.

Regional Partners

- A letter of support was provided to the Mashkiwizii Manido Foundation for a Palliative Care Program Expression of Interest Application. The offer of partnership should the application be successful to provide culturally specific palliative care services and support was extended.
- In Partnership with the Canadian Armed Forces, Deep River and District Health is pleased to welcome Medical Technicians on site as part of the Armed Force's Bedside Care Program. This program will provide Medical Technicians with exposure to Acute Care settings to maximize development of their clinical skills.

Quality

- The Quality Improvement Plan (QIP) report for Q4 was provided to the Board, highlighting that this update marks the completion of last year's QIP. A number of items/measures did see positive movement over the course of the year, specifically related to satisfaction survey results. A stretched target identified last year to aim for a 70% reduction in medication incidents, which took into account assumptions made from Epic implementation. It was highlighted that overall medication incidents have seen a decrease. The monitoring of this quality improvement indicator and initiative has been moved to monthly departmental performance dashboards for close monitoring.
- The Board received an update and recommendation from the proactive risk assessment process conducted in conjunction with the Healthcare Insurance Reciprocal of Canada (HIROC). The HIROC risk assessment runs on a 3-year cycle, with identified high-risk areas/practices and mitigation strategies used for self-assessment by healthcare organizations updated with each 3-year cycle. Each year, DRDH performs a self-assessment and ranks risks according to likelihood of occurrence and severity, bringing the top three risks for approval to the Board of Directors for enhanced monitoring and mitigation.
 - The Board discussed that as part of the Long-Term Care (LTC) Health Human Resources Plan, alignment to the human resource related modules will support work the organization is undertaking will invest in building foundation related to human resource management. Building scalable processes for workforce management as well as streamlining processes beginning at onboarding will be further needed to support organizational growth in the coming years.
 - The three top risks, based on the risk assessment presented to the Board and approved for fiscal year 2024-25 were: *Wrongful Dismissal*, *Failure to Pay Benefits* and *Mismanagement of Client and Family Complaints*. Mitigation actions will be built into operational planning for the 2024/25 year, based on strategies identified in the HIROC assessment as well as operational and strategic plans.