

Annual General Meeting
Mr. David Diamond – President and CEO
September 27, 2016, 10:00 a.m.
Pleasant View Towers
West Residence Entrance, Multipurpose Room (1W026)
65 Newfoundland Drive, St. John's, NL

Introduction:

- Thank you, and good morning, everyone.
- It is my pleasure to provide you with some highlights from Eastern Health's 2015-16 fiscal year, and to highlight some examples of our performance related to the goals and objectives as outlined in our Strategic Plan 2014-17, ***Together We Can***. Although we have much to celebrate, we too have a number of challenges to continue addressing throughout this fiscal year.
- I would now like to provide you with a brief overview of our progress. Please keep in mind that you can access our full

Annual Performance Report online, on Eastern Health's website.

Quality and Safety:

- I'd like to start by highlighting some of our achievements related to the four strategic priorities as outlined in our Strategic Plan. The four priority areas include ***Quality and Safety***, ***Access***, ***Sustainability*** and ***Population Health***.
- Under our ***Quality and Safety*** priority area, we are particularly pleased to see improvement in hand hygiene.
- Through a funding commitment from all six of our health-care foundations across our region, we have been able to secure software for conducting hand hygiene audits.

- I am very pleased to report that these efforts have helped to improve our hand hygiene compliance rate to **60 per cent** this year. While this is a small increase of two per cent over the previous year, we are moving in the right direction and we are still striving to achieve our target of 80 per cent.
- We are also applying what we are learning about hand hygiene to a provincial task force of which we are a member. This task force involves developing a provincial approach to auditing and process improvements to help improve hand hygiene to ultimately help us stay ahead in terms of infection prevention and control.

Access:

- Next, I want to highlight our performance in improving access this past year. We have been involved in a number of process improvement initiatives to improve access and focus on the **right intervention at the right time and in the right place.**

- One initiative that I would like to highlight is known as ***Home First***. This approach focuses on improving quality of life for clients by providing resources in the community so that they can stay at home rather than in hospital or another institution.
- Over the last year, we initiated ***Home First*** as a pilot project that allows for earlier discharge from hospital with enhanced home supports. We have already received positive feedback on this project, and we look forward to reviewing the formal results that will help us focus on continuous improvement.

Emergency Department Wait Times:

- We are committed to improving access across our organization and we fully recognize that in some areas we have been more successful than others. So, we are continuing our efforts in areas where we have challenges.

- For example, our wait times in our larger emergency departments continue to be longer than our target wait times. We have a number of initiatives underway to make further improvements.
- For example, we have expanded the Community Rapid Response Team in the Emergency Departments at the Health Sciences Centre and at St. Clare's Mercy Hospital in St. John's, to enable clients who do not require hospital admission, but rather, community services to return to their home in a timely manner.
- We have implemented a **physician-nurse team** for low acuity cases - or conditions that do not require as urgent care as others for the day shift of the Health Sciences Centre emergency department. With this initiative, the physician-nurse team together see the patient after the initial assessment has been completed in triage, which

- decreases wait times for patients to see physicians;
 - enables the patient to start their treatment earlier; and
 - improves the overall patient flow within the emergency department.
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- We have implemented a nurse practitioner – Registered Nurse Triage team during day shifts at St. Clare’s Mercy Hospital for our low and mid-level acuity cases, which helps to improve wait times and reduce the number of patients who leave without being seen.

 - A triage process has also been implemented at the Carbonear General Hospital to help reduce physician initial assessment wait times. As part of this process, the physician works in the triage area with the nurse to assess the patient.

 - Additionally, implemented in early 2015, the super track process has continued this past fiscal year. The super track

allows nurse practitioners to see low acuity patients in a designated space. As a result of both the triage and super track process changes in Carbonear, we have been able to achieve wait time targets even while there has been an increased demand for service.

Sustainability:

- Under our strategic priority, ***Sustainability***, I am very pleased to report that we are having success with reducing sick leave among employees.
- Sick leave and the related replacement costs have been major issues for our organization for a number of years and for a number of reasons.
- In short, we spend over \$50 million in sick leave each year, which includes replacing sick workers since we are a 24-7 operation, 365 days a year.

- Such costs obviously have a huge budget implication for us.
And while we are not alone in addressing this challenge in health care, we want to ensure we are doing all we can to reduce the reasons for the high use of sick leave at any given time in our organization.

- As a result, we have strengthened our efforts to address sick leave, such as through:
 - pilot projects;
 - increased monitoring; and
 - reporting widely on progress.

- I am very pleased to say this increased emphasis has resulted in a **6.88 per cent decrease** in sick leave hours per benefit full-time equivalent employee – or FTE as it is commonly called. This is a huge success for us, as **any** reduction in sick leave is an improvement to our budget.

Population Health:

- Our **Population Health** priority area is really the business we are in. We strive, as our vision says, to have **healthy people, healthy communities.**
- There are two **Population Health** initiatives that I wish to highlight from the past year, including our **Remote Patient Monitoring** project and our **Improving Health My Way** program.
- First, as the name suggests, the **Remote Patient Monitoring** project enables patients with some chronic conditions to be monitored remotely, such as from home, rather than having to travel for health interventions.
- Over the last fiscal year, 87 patients having either Chronic Obstructive Pulmonary Disorder (COPD) or congestive heart

failure were accepted into the program. Early feedback from patients indicates satisfaction and decreased visits to emergency departments and/or admissions to hospital.

- Secondly, the ***Improving Health My Way*** program helps people with chronic diseases, such as arthritis and diabetes, to better manage their own health. The success of this peer-led program depends on collaboration with community partners who provide support such as meeting space to hold workshops throughout the region.
- Workshop evaluations indicate that participants and volunteer leaders gain new skills and greater confidence in the everyday management of chronic conditions.
- This is an excellent example of how the health of our population is impacted by many things – not just what goes on within the walls of Eastern Health facilities, but also through

community partnerships, individuals taking ownership of their health and the health of the communities where we live. These are just two great examples of Eastern Health in realizing our vision of ***healthy people, healthy communities***.

- Eastern Health has many successes to celebrate. At the same time, as I have mentioned earlier, we openly acknowledge that we need to continue to focus on our many challenges.
- I want to take this opportunity to thank all of the dedicated, talented, passionate and compassionate individuals and teams that are relentless in addressing our priorities on a daily basis.
- Thank you for all that you do, and thank you to all of you who recognize what they do. We also appreciate the public's support, particularly during challenging times.

Conclusion:

- I'd like to conclude on a high note.
- We have a number of awards and accomplishments that deserve to be mentioned here today, and I want to publicly acknowledge and congratulate the employees, physicians and volunteers who have worked diligently to bring about the following success stories.

Accreditation: Centre for Nursing Studies:

- The Bachelor of Nursing (BN) Program offered through Eastern Health's Centre for Nursing Studies received a seven-year accreditation status by the governing organization in Canada for nursing education, the Canadian Association of Schools of Nursing, also known as CASN.

- Accreditors of CASN were not only impressed with the high quality of education, but they were also impressed with the high calibre of students of the BN Program, remarking on the students' professionalism, confidence, enthusiasm and commitment to social justice.

Accreditation: Laboratory Medicine:

- Eastern Health's Medical Laboratory program achieved full accreditation of all of its medical laboratories! This entailed a full review through the Institute for Quality Management in Healthcare (IQMH), where our practices and procedures were measured against international standards by peers in the field of Laboratory Medicine.
- This achievement through the International Organization for Standardization (ISO) provides the benefit of objective third-party assurance of appropriate quality standards for the public and is recognized worldwide.

Short-listed for Employer of Distinction Award:

- Eastern Health was short-listed for the Newfoundland and Labrador Employers' Council 2015 Employer of Distinction Award.
- The Employers' Council's mission is to empower businesses and organizations in contributing to the economic growth and prosperity of the province, and this award recognizes businesses for leadership, innovation, valuing their workforce and giving back to the community.

Safety Award:

- Eastern Health has also been awarded the *BD Hazardous Drug Safety Award* at the platinum level. This award program recognizes leading health-care organizations that are committed to health-care worker safety and process improvement in hazardous drug safety through leadership, best practices, innovation, and change management expertise.

Level III Certification by Excellence Canada:

- Last but certainly not least, our commitment to long-term sustainability is demonstrated by our involvement in the Excellence Canada Progressive Excellence Program (PEP) – Healthy Workplace.
- Excellence Canada certifies organizations like Eastern Health as we become role-models for excellent performance for a range of healthy workplace planning and programs related to occupational health and safety, physical work environment and healthy lifestyle practices.
- I am pleased to say that during 2016, Eastern Health has submitted for and achieved Level III certification – or the gold standard of Excellence Canada’s Healthy Workplace Program.

- At the gold certification level, plans are rolled out, programs are implemented, and key processes are continually improved. All of this is monitored, and progress is measured. We are currently reviewing the recommendations from our Level III award process and determining the path forward with particular focus on mental health in the workplace.
- Please join me in congratulating the success of these amazing teams with an applause.

Applause

Introduction of Video Presentation:

- In closing, I would like to share with you a short video that highlights some additional highlights and accomplishments from our last fiscal year in the following video presentation. I would also like to encourage you to please read our full ***Annual***

Performance Report at your leisure on Eastern Health's website at www.easternhealth.ca

- Thank you.

CEO returns to seat while video plays

Following video, Board Vice-Chair concludes event
