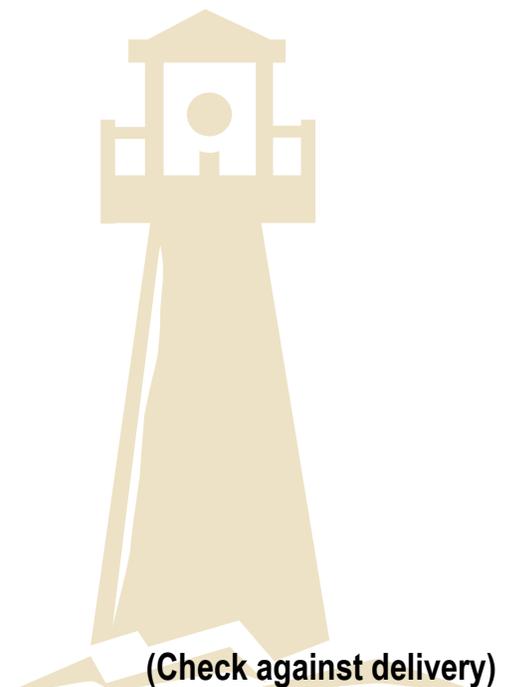




SPEAKING NOTES

**David Diamond
President and CEO
Eastern Health**

**Eastern Health Annual General Meeting
September 27, 2017 at 11 a.m.
Carbonear Long-term Care Facility
Main Entrance Centre Block, Multi-Purpose Room (1C036A)
3-6 Earles Lane, Carbonear**



(Check against delivery)

**Annual General Meeting
Mr. David Diamond, President and CEO
September 27, 2017, 11:00 a.m.
Carbonear Long-term Care Facility
Main Entrance Centre Block, Multi-Purpose Room (1C036A)
3-6 Earles Lane, Carbonear**

Introduction:

- Thank you, and good morning, everyone.
- It is my pleasure to provide you with highlights of Eastern Health's past fiscal year related to our Strategic Plan 2014-2017, ***Together We Can.***
- This past year was the third and final year of that strategic plan, and I am happy to talk to you about the progress we've made.
- I will start by highlighting some of our achievements related to the four strategic priorities as outlined in the plan. These priority areas include ***Quality and Safety, Access, Sustainability*** and ***Population Health.***

Quality and Safety:

- Under our ***Quality and Safety*** priority area, we are proud to report significant improvements around hand hygiene. As we have reported to the public over the last few years, we've had a

target to reach 75 per cent compliance in our hand hygiene audits conducted throughout the region.

- Our hand hygiene initiative involved displaying compliance data for units, with the goal of enhancing hand hygiene compliance. A web application was also developed to capture data that is displayed on screens across the organization, both in acute care and long-term care facilities.
- I am pleased to say that by March 31, 2017 – the end of the fiscal year – we had surpassed our target, reaching **80 per cent** regional compliance! This trend continued to increase into the new fiscal year, and we feel confident that we have begun to successfully tackle hand hygiene, and will continue to strive for further improvement.
- A second achievement involves Business Continuity Planning. Business Continuity is defined as the capability of an organization to continue delivering services following a disruptive incident, such as a natural disaster or even a snowstorm. I am sure I do not need to explain to anyone in this room how severe our weather can be in this region!

- The continuity of service delivery under extreme conditions in any organization can be complex, but in a health-care environment, particularly one the size of Eastern Health, such planning involved 36 individual programs through 78 physical sites and 13,000 employees.
- I am pleased to inform you that not only did Eastern Health complete such a huge undertaking, but we did so as the only health-care authority in the country to successfully establish a Business Continuity Management Program following national *and* international standards.

Access:

- Next, I want to highlight our performance in improving on our second priority area, namely, **Access**. Eastern Health has been involved in several 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 here is our Emergency Department wait times. During the past year, **91.1 per cent** of emergency department patients were seen by a physician or a nurse practitioner for an initial assessment within

three hours of arrival. We are thrilled to report that this past year we were better than the national benchmark, which is 90 per cent!

- We do recognize, however, that we have more to do to improve access across our health-care system.
- This past year has been a very busy year, both for employees of our organization and our Board of Trustees, with the development and unveiling of our new Strategic Plan for 2017-2020, *Lighting the Way: Navigating Together*.
- Our new Strategic Plan, which you will learn more about in just a little while, outlines our renewed focus on improving access to specialized services. Eastern Health's Board of Trustees, Executive team, and employees are fully committed to continuing our efforts where challenges exist, and to ensuring that we provide the right intervention for the right client at the right time and place.

Sustainability:

- Under our strategic priority, ***Sustainability***, I am very pleased to report that we have, once again, reduced sick leave among

employees. Our total sick hours per benefit full-time equivalent this past year was **147.83**, which is less than last year and the year prior (**151.5** and **162.7** hours, respectively).

- Sick leave and the related replacement costs have been major issues for our organization for many years and for various reasons. I am very pleased to report that our increased emphasis on reducing sick leave and addressing underlying reasons for sick leave is making a difference, as **any** reduction in sick leave is an improvement to our budget and to our workplace, overall.

Population Health:

- Lastly, we have had many successes in our ***Population Health*** priority area. In recent years, Eastern Health has been involved in many collaborative partnerships to help improve the health of our population, which includes a renewed commitment to rural health. Three initiatives that I would like to highlight include the:
 - Bonavista Primary Health Care initiative;
 - Burin Peninsula Primary Health Care initiative; and
 - *Primary Health Care Downtown Collaborative* in St. John's.

- In Bonavista, collaborative teams have been established to address issues identified through community engagement. Technology solutions are also being used, including sign-on to:
 - the HEALThe NL Viewer;
 - remote patient monitoring; and
 - a fully-integrated electronic medical record (EMR) solution.

- Similar to Bonavista, a community engagement process has begun on the Burin Peninsula. Preliminary work has involved meeting with partner agencies and members of the public to discuss how we can work together to strengthen our communities. You will hear more about this in our new Strategic Plan for 2017-20, as this is an ongoing priority for the organization.

- The *Primary Health Care Downtown Collaborative* was created in partnership with the Department of Health and Community Services; Memorial University of Newfoundland; and community organizations, including *The Gathering Place* and *Thrive Community Youth Network*. This collaborative aims to

provide primary health-care services to marginalized, high risk populations in downtown St. John's.

- These are excellent examples 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 a few examples of our work toward realizing our vision of ***healthy people, healthy communities***.
- Indeed, Eastern Health has many reasons to celebrate. At the same time, we openly acknowledge that we need to continue to focus on our many challenges.
- I want to take this opportunity to thank Eastern Health's dedicated, talented, passionate and compassionate employees and teams who are relentless in addressing the organization's priorities every day.
- Thank you for all that you do, and thank you to all of you who recognize what they do. We appreciate the public's support, particularly during challenging times.

Highlights of accomplishments:

- Having reported on our progress regarding our strategic priorities, I would now like to mention a few accomplishments that took place during the year.

- I think it is important to highlight all the positive work that is happening and to give recognition where it is due.

- We have several awards and accomplishments that deserve to be mentioned here today, and I want to publicly acknowledge and congratulate the employees, staff, physicians and volunteers who have worked diligently to bring about the following success stories.

- First up is the Janeway Children's Health and Rehabilitation Centre's 50th Anniversary:
 - This event marked a significant milestone in June 2016 for hospital staff, physicians, volunteers and communities right across our province.

 - Pediatric care has undergone tremendous changes over the course of a half-century with the evolution of services, medicine and technology, but what has remained constant over time is the dedication of health-care professionals

and their exceptional contributions towards caring for the children they serve each day.

- Eastern Health also celebrated the 20th anniversary of the Centre for Nursing Studies, also known as the CNS last October.
 - The transition from three independent Schools of Nursing in St. John's (the General Hospital; Salvation Army Grace General; and St. Clare's Mercy Hospital Schools of Nursing) to the formation of the CNS was made possible by the extraordinary vision, commitment and collaborative efforts of nursing leaders, faculty members, and key stakeholders across the province.
 - In total, there have been **1,717** graduates from the Bachelor of Nursing (BN) Program; **876** graduates from the Practical Nursing (PN) Program; and the International Program has been widely recognized over the years.
- Next is an honourable mention of the Provincial Cancer Care Program of Newfoundland and Labrador:
 - The project, *A Journey in the Big Land: Enhancing Cancer Care Services for First Nations, Inuit and Métis in*

Labrador, was honoured for outstanding leadership at the Institute of Public Administration of Canada (IPAC) and Deloitte annual *Public Sector Leadership Awards* in Toronto.

- This three-year project was led by Eastern Health and relied heavily on partnerships with patients, families, Labrador-Grenfell Health and indigenous governments and organizations throughout the province.

- Eastern Health also received two Pinnacle awards from the International Association of Business Communicators, including a:
 - *Pinnacle Award of Merit* to the Corporate Communications Department for the first phase of the *Bridge the gAPP* project; and
 - *A Pinnacle Award of Excellence* for the syphilis outbreak project, which was a joint submission by our Health Promotion, Public Health and Corporate Communications departments.
 - I also want to add that Eastern Health's corporate social media platforms continued to grow again this past fiscal

year. In fact, one of our top posts reached 140,000 views on Facebook!

- This statistic demonstrates that using social media tools has become an effective way to expand our reach; foster public and community engagement; and enhance access to timely, credible information and evidence-based health messages to improve the health of our populations.
- Please join me in congratulating the success of these amazing teams with an applause

Applause

Introduction of Video Presentation:

- In closing, I encourage you to please read our full *Annual Performance Report* at your leisure on Eastern Health's website at www.easternhealth.ca. The report contains much more detail on our progress over the past three years.
- Now that we have reported on the past, I would like to share with you a short video that highlights where we are going in future!
- As mentioned earlier, the fiscal year 2016-17 marked the third and final year of our Strategic Plan, *Together We Can*. Since

April 1, 2017, we've begun a *new* Strategic Plan entitled, ***Lighting the Way: Navigating Together***, which you can also find on our website!

- While many of our priorities will continue over the next three years, we've shifted our focus and strengthened our resolve to continuously improve. I hope you enjoy this brief overview on this new strategic plan by watching the video.
- Thank you.

CEO returns to seat while video plays.

Following the video, Board Chair concludes event.
