



NORTHUMBERLAND HILLS
HOSPITAL

Senior Management
Report to the Board
December 2017

Quality and Safety

NHH post-incident safety planning

Progress continues around safety enhancements at NHH, following the unprecedented experience of the shooting within the NHH Emergency Department six weeks ago on October 27th, 2017.

In addition to the key themes and early next steps that were identified through the initial internal staff debriefings held following the event, an internal team came together November 14th to continue discussion around emergency preparedness within the Emergency Department (ED) and go-forward action planning.

A Workplace Violence Risk Assessment Toolkit for Acute Care, published by the Public Services Health and Safety Association, helped guide the conversation. The team was made up of staff and leadership from the ED, representatives from both NHH Occupational Health and Safety and Quality as well as a specialist from the Public Services Health and Safety Association.

Weekly “Safety Huddles” have also been initiated within the NHH Emergency Department to review the action plans now in development and provide staff and physicians with the opportunity to continuously share feedback.

Recognizing that we also need to seek the advice of external security specialists, and that we need to look at and plan for risk of an active shooter beyond the ED, an independent external risk assessment for both the ED and the rest of the hospital was also initiated November 29th.

Work has also begun with Cobourg Police Services to develop a specialized active-shooter training program for all hospital staff. The program is expected to become a prototype for other hospitals in the province and beyond as they too review NHH’s experience and consider actions to manage risk within their own facilities.

Recommendations from both internal discussions and the external advice will come together in a final post-ED incident action plan, collect input on that from across the hospital, and then move it forward.

The December CEO/Staff Forum, held December 6th, provided the latest opportunity for staff to come together again to hear from leadership on safety planning actions taken to enhance security at NHH and the work under way and to ask questions.

Further updates will follow as this work proceeds.

Call for Interest, NHH Patient and Family Advisory Council – Opportunities Available for Advisors with an Interest in Emergency Care and Maternal/Child Care

The hospital has recently issued its second call for interest for volunteers interested in joining the **NHH Patient and Family Advisory Council**.

A vehicle to help ensure patient and caregiver perspectives are understood and actively considered throughout NHH, the Patient and Family Advisory Council was established one year ago following an initial call for interest in September, 2016.

Now with seven volunteers and two supporting staff members, the Council is providing input to hospital staff, managers, physicians and the Board on a variety of hospital activities, projects and committees.

“The Advisory Council is one way we are working *with* patients and caregivers to continuously enhance the quality of care we can provide,” said Linda Davis, NHH President and CEO in the related news release. “We’re grateful to the generous volunteers who stepped forward last year to form our inaugural Council and we’re pleased to see the opportunities for patient/caregiver input growing further.”

Specific opportunities currently exist for Patient and Family Advisors with experience in and an interest in enhancing NHH services in two key areas:

- Emergency care (one opportunity) and
- Maternal/Child care (two opportunities).

The Emergency care and one of the two Maternal/Child care opportunities will fill existing seats on the hospital’s inaugural Patient and Family Advisory Council. Candidates with direct experience either as a patient and/or the family member or caregiver to a patient who received care in these areas at NHH are invited to consider applying.

A second Maternal/Child care opportunity is also available. Project specific, the successful candidate for this opportunity will help support the local development of Ontario’s inter-organizational “[Baby Friendly Initiative \(BFI\) Strategy](#),” an initiative aimed at enhancing breastfeeding across Ontario. When fully implemented, BFI will provide hospitals and community health organizations with training, tools, guidance, and educational resources to help achieve the World Health Organization’s BFI designation and adopt best practices that meet BFI requirements. Local women with recent breastfeeding experience (positive or negative), or local women expecting a baby in the near future and an interest in breastfeeding, are invited to consider applying to be part of the development of the BFI at NHH.

Interest from prospective patient and family advisors with experience in other areas of the hospital’s services, beyond the current Emergency care and Maternal/Child Care openings, will also be considered for future opportunities.

Residents of west Northumberland who are interested in volunteering their time on NHH’s Patient and Family Advisory Council are invited to review the **Terms of Reference** and **Role Description** for the **NHH Patient and Family Advisory Council** and complete the **NHH Patient and Family Advisory Council - Expression of Interest Form** available on the Patient and Family Advisory Council Page at <https://www.nhh.ca/AboutNHH/Accountability/patient-and-family-advisory-council>. Hard copies of these documents may also be picked up at the Inquiry Desk in the main (front) lobby of the hospital. If you do not have Internet access, and would like to receive an Expression of Interest form in the mail, please call the NHH Administration office at 905-372-6811, ext. 4004.

The Council meets as a group for quarterly meetings a minimum of four times per year. In addition to attending the quarterly Advisory Council meetings, Patient/Family Advisors are also expected to participate—as experience/interest directs—on specific committees and/or projects requiring additional meetings ranging between 6-10 times a year.

Completed Expressions of Interest are requested by **January 5th 2018** for consideration in the specific opportunities now available. **Questions?** Please contact Jennifer Gillard, Senior Director, Public Affairs and Strategic Partnerships (905-377-7757 or jgillard@nhh.ca).

Transition of care kudos – Recent words of thanks from a patient’s physician

The following was recently emailed to NHH care of President and CEO, Linda Davis and highlights feedback from one of our patient’s physicians. Please see the kind words below.

Dear Ms Davis

XXXXXXXX [name removed] is a patient of mine.

He was just discharged to XXXXX from NHH after a long and difficult hospitalization.

I am writing you to express my thanks for the excellent care he received...in particular for the outstanding reports which started in the emergency department and continued throughout his hospitalization.

This close communication with the patient's physician is an unusual practice...and I wanted to make sure that it did not go unrecognized...hence this e-mail of commendation.

Coburg is indeed fortunate to have as its hospital NHH.

Sincerely

Bruce MT Rowat MD, FRCP(C)

NHH annual influenza vaccination campaign update

NHH's annual influenza vaccine campaign launched on **Wednesday, October 11th** with vaccines offered to staff and physicians in The Main Street Bistro over the lunch hour on both October 11th and 12th.

Flu vaccinations continue to be available for all staff and physicians from our mobile flu clinics and by appointment in the Occupational Health Office. Those who receive their vaccination from their own family physician or pharmacist are required to notify Occupational Health to support the hospital's reporting requirements.

To date, approximately 46 per cent of hospital staff members have rolled up their sleeves for this important annual vaccination. Physician rates, not yet included in this statistic, are also tracked and are expected to be available later this month.

With the first case of influenza confirmed in our community by the local Health Unit on November 22nd, NHH reminds all community members that now is the time to get your vaccination.

Great Place to Work and Volunteer

Gratitude the theme for NHH's 2017 Healing Hands Award ceremony

The winners of NHH's Annual Healing Hands Awards were recognized at a special ceremony on Thursday, November 30th in the Bistro.

Introduced when the hospital opened in the fall of 2003, the Healing Hands Awards celebrate the day-to-day acts that have made individual staff members stand out among their peers in the past year. Presented by President and CEO Linda Davis in the Bistro at the November CEO/Staff Forum, the six 2017 award recipients are as follows.

Brian Barter, Medical Radiation Technologist, Nuclear Medicine
Patrick Sweet, Homelessness Liaison, Community Mental Health Services
Emma Taylor, Registered Nurse, Assertive Community Treatment Team (ACTT), Community Mental Health Services
Kristina Hunter – Registered Nurse, 2B Medical/Surgical Unit
Sheena Shuck – Nurse Practitioner, Inpatient Rehabilitation Unit
Erica Mackey, Registered Nurse, 2B Medical/Surgical Unit

For excerpts from the peer nominations that supported their awards please see [the related news release on nhh.ca](#).

A special component to the 2017 ceremony was recognition for the team members and community partners involved in the unprecedented incident within the hospital's Emergency Department (ED) in late October.

"On Friday evening, October 27th, our hospital experienced a very unusual, unprecedented and tragic event," said Linda Davis. "Today we want to recognize our ED and broader hospital team members who were on duty at the time of the event, and all those who came to assist that night and the following morning, including physicians, nursing staff, registration and switchboard, housekeeping, clerical as well as maintenance staff."

"To all of you, we would like to express our sincere gratitude for your actions. You remained calm, continued to care for the patients in the department and were supportive of each other as the reality of what you had just experienced began to sink in. I am truly sorry you had to experience what you did and I am extremely proud of how you reacted and supported the patients and each other."

Filling the main floor Bistro and the surrounding corridors where the ceremony was held, staff, physicians and volunteers gave a standing ovation as Davis and Dr. Francesco Mulé, Deputy Chief of the NHH ED, presented the teams with an award of merit and 'challenge coins' – special international tokens of personal achievement in Emergency Medicine.

Northumberland Paramedics, Cobourg Police Services and G4S Security Services, NHH's private security provider, were also recognized with awards of merit and challenge coins at the ceremony.

"The NHH team presents you and your teams with this award of merit in recognition of the exceptional support provided to our hospital and the community we serve together," said Davis.

Chief of Police Kai Liu represented the Cobourg Police together with Deputy Chief of Police Paul Vandegraaf, A/Inspector Jeff Sheils and Rev. Andrew Truter, Chaplain, Cobourg Police Services. Representing Northumberland Paramedics at the ceremony were: Susan Brown, Deputy Chief, Operations; Devon Richard, Paramedic; John Lindsay, Deputy Chief, Quality Improvement and Professional Standards; and Jennifer Moore, Northumberland County Chief Administrative Officer. Security Guard Pam Clement represented G4S Security.

"We all know that our very best work is done when we are closely coordinated and working collaboratively with our partners. This was never more obvious than the evening of October 27th," said Davis. "We are extremely grateful to all who supported us that night and, by extension, the community we serve."

NHH Children's Christmas Party entertains 180 children

Coordinated by Diagnostic Imaging Clerk Doris Chin-Brunton, the popular afternoon event, held this year on Sunday, December 3rd, is organized for the children and grandchildren of all hospital staff members. Complete with a photo booth for family photos, games overseen by local student volunteers, treats and a visit from Santa himself the day is a highlight for hospital families.

Thank you to the physicians, union teams, student volunteers and local businesses for their support, and a huge thank you to organizer Doris Chin-Brunton for her commitment to this annual event for hospital staff.

Annual Staff Breakfast

NHH's annual **Staff Breakfast**, served up by the members of the Leadership and Quality Committee, is coming up later this month. With bacon, eggs, and all the trimmings this annual NHH event fills the Bistro with staff and physicians who come together from across the hospital to share some early AM holiday cheer.

Busy Values Ambassadors

The NHH Values Ambassadors have been very busy this past month coordinating two projects highlighting the corporate values at NHH.

The first was the unveiling of a new bench on the walking path ringing the hospital.

Unveiled at the recent Healing Hands Award ceremony, the bench highlights NHH's corporate value of RESPECT. Placed in honour of past colleagues "who have gone before us," the bench says: "we find them in our thoughts here..."

The bench and its plaque are located on the north-west side of the path, just outside the staff entrance. Special thanks to NHH Values Ambassadors **Amy Eriksson, Kim Douglas, Sarah Gibbens, Julie Morgan and Krista Hay** for this idea and Chuck Cudmore and team in Environmental Services for making it happen. In addition to paying respect to former colleagues the bench is also a welcome addition to the path from the many community members and hospital visitors who use the path for exercise.

The second project under way through our Values Ambassadors is an awesome evening Holiday Dinner and Dance. Coming up on **Friday, December 15th** at the Cobourg Lions Community Centre on Elgin Street, the event—a celebration of TEAMWORK—is expected to be attended by more than 200 staff, physicians and volunteers of the hospital and their significant others.

Mindfulness challenge

Together with hospitals across the Central East LHIN, NHH is now offering a new online mindfulness training opportunity to physicians, nurses, staff, students and volunteers to support mental health and improve resilience.

A [30 Day Mindfulness Challenge](#) launched last month at NHH as well as Campbellford Memorial Hospital, Haliburton Highlands, Health Services Corporation, Lakeridge Health, Ontario Shores Centre for Mental Health Sciences, Peterborough Regional Health Centre, Ross Memorial Hospital and Scarborough Rouge Hospital.

"It's a dynamic, fast-paced environment in today's hospital and as HR leaders we want to support people as much as possible," says Elizabeth Vosburgh, Vice President Corporate Services (CHRO). "A project of the Central East LHIN Human Resources group, we're pleased to bring the benefits of mindfulness to NHH as it dovetails nicely with our ongoing commitment to psychological health in the workplace."

The 30 Day Mindfulness Challenge has been used with good result at the Mental Health Commission of Canada, Halton Healthcare, WestJet, Harvard Law School and more. The practice of mindfulness has been found to lower stress, increase resilience and self-care, improve teamwork, and strengthen leadership skills. The Challenge also teaches 'mindfulness-in-action' to help us learn how we can become calmer, present and focused while we perform our day to day work.

Collaborative Community Partnerships

NHH Staff Crafters day focus of NHH's 2017 United Way Campaign

NHH hosted its annual NHH Crafters Sale last week for Northumberland United Way. With our biggest number of staff vendors yet, and multiple events happening on the same date in and around the Bistro, where it was held, there was a lot of 'buzz' in the hospital and many beautiful crafts to purchase. A special thank you to organizer and NHH Ward Clerk **Jackie Hart** for coordinating the event. Vendors 'rent' table space for the event, and this is donated to the United Way to support their annual campaign. The event, together with a raffle for a month of free winter parking in the staff parking lot, provides an opportunity to highlight the annual payroll deduction opportunity given to NHH employees who choose to support United Way through their pay.

Community Care Northumberland Memory Tree at NHH

NHH was pleased to be among the sites hosting the Community Care Northumberland Memory Tree again this year. Part of Community Care Northumberland's visiting Hospice Palliative Care program in the month of December, the tree was set up on the main floor of the hospital beside the Main Street Bistro December 4th and 5th.

Visitors, patients and staff were invited to write the names of those they wish to remember on the ornaments provided and hang them on the Memory Tree. It is a meaningful expression of remembrance that captures the feelings of love we hold in our hearts for those who have died.

Reindeer Run for Strong Kids and a Strong Hospital

NHH staff and physicians joined members of the NHH Foundation and YMCA Northumberland for the December 2nd Reindeer Fun Run/Walk. A great local family event, the Run/Walk drew more than 140 participants this year -- one of several events coordinated to support the NHH Foundation's annual Light up a Life Campaign. Thank you to all who pledged, ran walked and cheered and a big thanks to the organizers, particularly Anne Sauve, for this great family event. Proceeds from the event are divided between the NHH Foundation's Light up a Life and the YMCA Northumberland's Strong Kids Campaign.

Operational Excellence

Northumberland Sub-region Planning Table

Following the October 16th launch event, regular monthly meetings have now been scheduled for the new Northumberland County Sub-region Planning Table. One of seven sub-regions in the Central East LHIN, this Planning Table serves a population of 71,200 individuals across a relatively sparsely-populated geography covering 1,766 KM². Membership at the Northumberland County Sub-region Planning Table includes representatives from nearly all LHIN-funded sectors in Northumberland County as well as physician specialist, municipal services and patient/caregiver representatives with lived local health system experience.

The focus of the group at this point is to learn about the roles and perspectives of the different representatives around the table and what they see as the emerging priorities. Priorities will be identified by the impact that change will have, the effort with which change can be implemented and the readiness for change of those involved. For more on the Sub-region Planning tables and their work, see the Central East LHIN website at: <http://www.centraleastlhin.on.ca/priorities/Central%20East%20Sub-regions.aspx>