

Health Sciences North 2020 Annual General Meeting

Report from the Chief of Staff
Dr. John Fenton



Health Sciences North
Horizon Santé-Nord

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Annual General Meeting – June 20, 2020

COVID-19 turned the healthcare system upside down starting in the middle of March.

However, pre-COVID, the year has been a productive and positive one for the organization.

Improving care for patients and making HSN a better place for medical professionals to work is why I am committed to this role.

I'm pleased that the Board of Directors has approved my re-appointment as Chief of Staff for a second three-year term.

It is with gratitude that I will continue to serve the members of the Medical Staff, the organization and the community as your Chief of Staff.

Thank you to members of the Medical Advisory Committee, the Senior Leadership Committee and to members of the Professional Staff for your ongoing support.

I could not do this without your dedication and collaboration.

Making progress is truly a team effort.

As your Chief of Staff, it is my pleasure to report on my 2019-2020 performance goals and the activities of the medical staff at HSN this past year.

2019 has been a very successful year for physician recruitment in Greater Sudbury.

Each year, HSN, the City of Greater Sudbury and the Greater Sudbury Chamber of Commerce team up to attract numerous doctors and specialists.

This past year has been a banner year for Medical Staff recruitment.

Since July 1, 2019, 35 new physicians have started practices in the city, including 12 family doctors and 23 specialists.

To compare, in 2018, we recruited 20 new physicians.

Thank you to everyone involved in bringing these new physicians to HSN, it truly takes a village to make this happen.

Our new specialists cover the fields of Cardiology, Child Psychiatry, General Internal Medicine, General Surgery, Medical Oncology, Nephrology, Neurosurgery, Otorhinolaryngology, Orthopaedic Surgery, Pathology, Pediatrics, Radiology and Respiriology.

Our new recruits are essential to providing high quality care and innovative skills and interventions to patients in Northeastern Ontario.

I would like to warmly welcome all the physicians who have joined our teams.

Outcome #5 of our 2019-2024 Strategic Plan calls for inter-professional proactive external reviews to take place in a majority of our Medical Departments by 2024.

In 2019, we completed two inter-professional external reviews focused on improving the quality of care in our Critical Care and Psychiatry departments.

Dr. John Muscedere from Kingston Health Sciences Centre and Mary Cunningham from Windsor Regional Hospital completed the review of Critical Care.

The external reviewers spoke highly of the quality of care provided at HSN and throughout the region.

Paula Zimmer-Reaume from Bluewater Health and Canadian Mental Health Association and Dr. K. S. Gaiind from Humber River Hospital completed their on-site review of the Mental Health and Addictions Program which involved a review of in-patient and out-patient services, and engagement of internal and external stakeholders as well as patients and families.

In July 2019, HSN launched a comprehensive collaboration with the Joint Department of Medical Imaging (JDMI), a multi-hospital department that already serves five hospital sites belonging to the University Health Network (UHN), Sinai Health System and Women's College Hospital.

Within the implementation phase, we evolved from a general Radiology service delivery model to a sub-specialty service delivery model.

What this means is that, whenever possible, a patient's imaging is reported by the most appropriate sub-specialty trained Radiologist, which in turn, improves the quality of the reporting and improves the quality of care.

In addition, under the leadership of Dr. Heidi Schmidt, Chief and Medical Director of Medical Imaging and our Radiologists, several opportunities for improvement have been identified in Breast Screening and Assessment, magnetic resonance imaging (MRI), angiography, computed tomography (CT) and ultrasound. Several changes have already been implemented and many additional improvements are in progress.

Since July 2019, we have successfully recruited four new sub-specialty trained Radiologists and we are looking forward to welcoming two additional Radiologists this July.

Our partnership with the Joint Department of Medical Imaging is ground breaking in Ontario.

We look forward to what the next chapter of this collaboration will bring.

With the support of a physician-led Working Group, a performance evaluation process for Departmental Chiefs and Heads of Service to support and inform the annual Board re-appointment process was developed.

The process includes a self-assessment, peer evaluations and a 1:1 discussion and evaluation with the Chief of Staff to identify opportunities for improvement and develop goals to ensure continuous improvement.

We plan to pilot this process in 2020 and with the feedback of the participants, we plan to make further refinements as required before the process is formally introduced to all Chiefs of Department and Heads of Service.

Finally, in the last year we held two Medical Leadership Retreats focused on building the skills and capabilities of our medical leaders.

Over the course of the two retreats we gathered to learn more about the *Public Hospitals Act*, the *Quality of Care Information Protection Act*, Privacy, Performance Evaluation and Succession Planning.

We plan to continue to host these events and invest in the development of our Medical Leadership team.

I would be remiss, if I didn't take the opportunity to thank all of the Medical Staff for their efforts in preparation for COVID-19.

The efforts that have been made since January across the organization, at every level, has ensured that HSN was and is well positioned to manage a surge.

We are very fortunate to have a team of extremely dedicated physicians looking at the best evidence for diagnosis, management and treatment for the patients that come in with COVID-19 symptoms.

Dr. Roger Sandre, Dr. Derek Manchuk, Dr. Rob Lepage, Dr. David Boyle and Dr. Mark Henderson all serve at Incident Command and have been invaluable leaders in guiding and providing direction.

Many more of you have contributed to simulation training, surge planning, protocol development and departmental preparedness.

The words "Thank You" seem wholly inadequate to express my gratitude.

Your efforts have been exemplary, thank you.

Looking to the year ahead, the Board of Directors has approved the following as my performance goals for 2020-2021:

1. Ensure HSN's readiness to provide care for COVID-19 patients including the expansion of critical care beds.
2. Complete an inter-professional external review of Surgery by March 31, 2021 and update Terms of Reference as required. Ensure compliance with criteria identified by Accreditation Canada, in particular "Do Not Use" List of Abbreviations. Ensure readiness for a simulated on-site Accreditation Canada survey in 2021-2022.
3. Successfully implement Phase II of the collaboration with the Joint Department of Medical Imaging (JDMI) at the UHN-Sinai-Women's College. Sustain the number of Sudbury-based radiologists to 9 full-time equivalents (FTE). Continue to enhance access to sub-specialists, decrease evening/weekend reporting supported through a commercial provider, sustain on-site JDMI radiologist presence and implement Enterprise Imaging.

4. Implement by March 31, 2021, a leadership development session focused on building the skills and capabilities of our medical leaders specific to roles and responsibilities outlined in the Public Hospitals Act and the Credentialed Professional Staff By-Law. Implement a succession planning process for Departmental Chiefs and Heads of Service to ensure seamless transitions within the Medical Leadership team.

5. Achieve the targets articulated in the 2020-2021 Quality Improvement Plan which includes Time to Inpatient Bed, Workplace Violence and Medication Reconciliation on Discharge.

Successful achievement of these goals will require engagement and collaboration from across the organization.

I am looking forward to working with you to continue to evolve as an organization and to continue to improve HSN's delivery of quality care for our community.

Thank you.