

CEO REPORT

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MESSAGE FROM THE CEO

Now that our strategy refresh is complete, everyone is very busy implementing our strategic initiatives to achieve our goals. Part of our strategy is a focus on our staff and physicians and this month we are launching consultations to inform our People Strategy.

We are continuing to finalize our clinical services plan and have the opportunity to engage the leadership team and physicians as we determine our clinical priorities for the next several years. We are at an exciting time in our organization's evolution and the opportunity we have to enhance programs is wonderful for our hospital and the patients we serve.

There are many exciting projects and initiatives and I hope you enjoy reading about some of them in this month's report. I'm always available if you have any questions or great ideas to share – please come to an information session, attend a 'Coffee with the CEO' discussion, or email me at jmarr@msh.on.ca.



Jo-anne Marr, President & CEO



HEALTH SECTOR NEWS

Province announces changes to hospital parking plans

After consultations with patients and organizations, the Minister of Health announced new hospital parking guidelines.

As of October 1, 2016, hospitals charging more than \$10 a day for parking will be required to provide five, ten and 30 day passes that are:

- Discounted by 50% off their daily rate;
- Transferable between patients and caregivers;
- Allow in-and-out privileges throughout a 24 hour period; and
- Good for one year from the date of purchase.

Parking rates will also be frozen at today's rates for the next three years.

Markham Stouffville Hospital was active in the discussions leading up to this announcement, and is viewed as a leader in multi-use passes as we have had multi-use passes for 30 or 120 visits at our Markham site for over a year.



Federal/Provincial/Territorial Health Ministers Meeting

The Ministers of Health from the Federal, Provincial and Territorial governments met in January to discuss the following issues:

- Federal healthcare funding - the provinces and territories pressed the federal government to cover 25% of healthcare costs to offset the financial pressure of aging populations. Ottawa committed to working on a revised long-term funding arrangement.
- National Pharmacare - A working group was created to address the high cost of prescription drugs which will build on the provinces' bulk-buying program, and the Pan-Canadian Pharmaceutical Alliance.
- Home care, mental health and innovation - the ministers agreed to work on these issues over the next several months.
- Physician-assisted dying – since the federal government is working to craft new legislation, no decisions were made around this issue.



HIGHLIGHTS AND ACHIEVEMENTS

Successful Maternal & Child Rounds broadcast Province-wide

In January, MSH hosted Rounds on “Transfer of Accountability from Midwife to Obstetrician and Defining Roles: Supportive Care in Labour.”

Experts talked about how to ensure patient safety, and minimize error and liability during transfer of care. Over 75 people attended including the Grand River Obstetrical and Midwifery Team, and 13 sites across Ontario participated via OTN. Congratulations to everyone who helped make this happen!

MSH integrated midwifery into our team in 1994 when midwives were initially certified in Canada. The hospital has become an Obstetrical and Midwifery Center of Excellence with a high level of integration and collaboration within the care team.



Uxbridge Wins Healthy Workplace Award

This Durham Region Health Department award recognizes workplaces that have shown dedication to health and wellness programming related to chronic disease prevention.

The Uxbridge site was recognized with honours by achieving Gold status for tobacco-free living and mental health strategies, and promoting healthy eating and sun safety. This is a great achievement – congratulations!





STRATEGIC UPDATES

People Strategy

We have started work on the People Strategy which builds on the hospital's core corporate values, goals, and drivers of change identified in the strategic plan.

The Human Resources Department has initiated a process to gather input from staff, physicians, volunteers, and hospital leaders. The goal is to make MSH not only the best hospital to receive care, but also the best hospital at which to work. The consultation process will focus on gathering information about the hospital's culture, the collective understanding of our mission, how we train and develop our people, how we identify, support and develop our leaders, and how we manage our collective performance to work more effectively and efficiently.

We encourage staff to participate in the consultation process from February to the end of March. The data collected will form the basis of the People Strategy work plan, and ongoing communication to staff.

Innovation

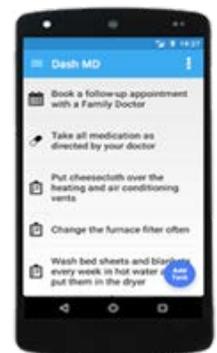
As part of strategy to explore new healthcare delivery models, we are redesigning patient care to improve the patient & caregiver experience. Our goal is to consistently deliver high-quality, integrated care that is coordinated to meet patient needs. This new care delivery model will be 'Person and Family-Centred', extend across the entire patient journey; innovative in the way we organize and deliver care; and value-based with leading practices.

Through the Office of Innovation, MSH is initiating projects with two start-up companies to improve the patient experience and enhance the care we provide by piloting new technology.

The hospital is exploring a project with Engage Biomechanics, for wearable technology that monitors the position of patients at risk to develop pressure ulcers. This will alert staff when to turn patients, and provide real-time tracking of turns and movement. The goal of this technology is to prevent hospital-acquired pressure ulcers and improve documentation and tracking.

In the Emergency Department staff and physicians will trial the use of 'Dash MD', a mobile application to share discharge instructions with patients. This technology will enable patients to be more engaged in their care and improve transitions from the hospital to their homes.

We look forward to engaging patients, staff, and physicians when trialing these new technologies.



Uxbridge Advisory Council

The Uxbridge Advisory Council held its first meeting on January 21st. The Council will act in an advisory capacity regarding site plans and community engagement. The Council is made up of MSH leaders, physicians, foundation board members, and municipal representatives and will be instrumental in providing input as we move forward with looking at options for the Uxbridge site.





FINANCIAL UPDATES

As of the end of December, MSH has a surplus year to date of \$2.6M. This surplus is due to earning additional Post Construction Operating Plan (PCOP) funding, additional revenues from WSIB and service fees from non-residents, and savings related to vacancies. It is expected that MSH will end the year in a balanced position.

MSH has completed the 2016-17 budget. We have committed to a balanced budget despite absorption of inflation costs of \$4.4M. These additional costs were found through efficiencies without reduction in services.

The Ministry of Health and Long-Term Care is currently reviewing the Health System Funding Reform (HSFR) formula which will impact all hospitals for 2016-17.

Deloitte Audit Update

The Deloitte investigation is almost complete. The report and management's action plan will be reviewed by the Board of Directors and an update will be provided to staff and physicians in February.

The senior team of MSH has been working proactively on a preliminary action plan including:

- Developing a stronger, arms-length whistleblower policy and process in which all of us can have confidence;
- Ensuring that strong procurement practices and financial controls are in place and are being followed; and
- Adopting a zero-tolerance attitude toward non-compliance with conflict of interest policies.

Provincial Auditor's Value for Money Audit

The Office of Auditor General of Ontario is conducting a value for money audit on construction contracts across the province, focusing on the process used by the government to award construction contracts.

The Auditor General has selected MSH for a site visit. The audit process will begin in a couple of weeks with a review of the Deloitte report.



PATIENT EXPERIENCE

Family Presence and Participation

In support of implementing the Patient Experience strategy, MSH is participating in the national Better Together: Partnering with Patients and Families campaign aimed at changing the concept of families as 'visitors' to families as partners in care.



MSH has taken the pledge to implement a comprehensive strategy using Canadian Foundation for Healthcare Improvement (CFHI) tool kit.

The tool kit provides an overview the specific steps required to achieve presence and meaningful participation of family members in the process of care.

There are three key phases that will be implemented over the next 9-18 months:

1. Self-assessment and review of current policies and practices
2. Formulation of new family presence policy and practices
3. Implementation and monitoring of impact, sustainability and spread



PARTNERSHIPS & ENGAGEMENT

Coffee with the CEO

I hosted the first 'Coffee with the CEO' discussion on January 20th with front-line staff who had the opportunity to raise unit level concerns, and ask questions about the hospital's strategic direction. One attendee commented "...it was a great way for staff to know that Jo-anne wants to get to know our departments and make changes that will help us." We have other sessions planned in the coming months and I look forward to getting to meet with more of you.

MSH in the Media

The **CBC** published an article about Dr. Alan Monavvari's research on the benefits of asking patients about their pets to understand their patients better. In partnership with the University of Toronto, 225 health professionals including physicians, nurses, nurse practitioners and social workers were surveyed. Findings indicated that when asked about their pets, care providers learned more about their patients' housing conditions, financial situation, emotional health and lifestyle in a non-threatening way. The research is the first of its kind in Canada, and was funded by the Human-Animal Bond Research Initiative (HABRI) based in the United States.

Metroland Media York Region published a thank you letter from an ED Patient grateful for having EMS and our hospital there when we need them. "I can't thank all the wonderful people enough for not only saving my husband's life, but also for showing such kindness and caring to a very traumatized me."

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