

BOARD MANUAL

SUBJECT: CMH Programs		NO.: 1-A-15
SECTION: The Organization		
APPROVED BY: Board of Directors		DATE: June 28, 2023

As outlined in Appendix A

DEVELOPED: June 3, 2011		REVISED/REVIEWED:
September 8, 2017	June 28, 2023	



Program Descriptions

Creating healthier communities, together



Program Descriptions

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Program Descriptions

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Clinical Services

Exceptional Healthcare, Exceptional People



Medicine and Transitional Care Unit (TCU)

Manager

Andrea Shantz-Brissette

Director, Medical Programs

April McCulloch

Chief of Medicine

Dr. A. Nguyen



About Us

Medicine

- 67 beds
- Medicine patient population: cardiac, respiratory, oncology, and general medicine

TCU

- 16 beds
- Patients waiting for programs, RH or LTC

What are the big dot projects your department is working on this year?

- **Conservable bed days LOS**
- **Rapid Discharge rounds with multidisciplinary team and physician attendance**
- **Patient rounding with Director and manger for the medicine program**



What are you most proud of as a department?

- **Education to enhance RPN scope of practice**
- **Creating senior friendly care environments** – activity cards, sip and go program, snack cart, delirium prevention
- **Creating a culture of inclusion and increasing staff engagement** –feature employee once a month at huddle, staff stories, birthday celebration, huddle kudos
- **Creating a team approach across medicine and TCU**
- **Increasing communication around discharge planning** – welcome package, discharge pamphlet, discharge rounds
- **12-hour charge nurse model** to support staff skill and patient flow



Emergency Department

Clinical Coordinator

Director, Medical Programs

Chief

Simone Peters

Donna Didimos

Dr. M. Runnalls



About Us

Physicians, Registered Nurses, Personal Support Workers, Nurse Practitioners, Geriatric Emergency Nurses, Clerical Associates, Psychiatric Staff, Integrated Home and Community Services and other external partner supports (peer support from Stonehedge).

- We serve all ages with various medical concerns
- Our yearly outpatient volumes is approx. 44000 with a stretcher capacity of 38

What are the big dot projects your department is working on this year?

- Value stream Mapping for Complex Patients
- Ambulance Offload
- Patient care/safety planning
- Reduction in patients left without being seen
- Increasing ED volume
- Recruitment and Retention
- Value Stream Mapping for Non Complex

What are you most proud of as a department?

- The engagement of staff for workplace improvement
- The recruitment of 15 new staff since June 2023
- The introduction of standard work documents
- Using predictive analytics for the improvement of the wait time clock

Manager

Department Chief

Angela Schrum

Dr. A. Nguyen

Intensive Care Unit (ICU)



About Us

- The ICU cares for critically ill patients who have imminent life-threatening conditions and/or complications that require advanced supportive therapy, increased monitoring and life support
- Currently operating with 14 – Level 3 Beds
- Closed unit medical model supported by 5 full time Intensivists who manage the ICU for a week at a time (Monday to Sunday) and on-call rotation includes General Internal Medicine
- Intensivist model with a team of RNs, RTs, Clerks and CA

What are the big dot projects your department is working on this year?

- **Level 2 Bed Planning and Implementation** – including admission criteria, physician staffing model (intensivist vs. internal medicine), and Nursing and Allied Health team development
- **Pull Times** – re-established driver metric for Time of ICU Admission Order in ED to Time to Bed <90 minutes, tracking barriers with each admission to ICU from ED
- **Staff Wellness Improvements** – focus on three Themes: Health and Mental Health, Transparency and Accountability, and Safe and Supportive Work Conditions
- **PREF-FS ICU Family Satisfaction Survey** – implemented Summer of 2019 and reinstated in Fall of 2022; a provincial standard survey tool that allows ICU to obtain continuous feedback while also allowing for analysis of provincial and regional scorecard metrics

What are you most proud of as a department?

- **3 Wishes Program** – offered at CMH since 2019; goal is improve the end-of-life experience for patients in the ICU and their loved ones; supported by community donations and the hospital programs
- **Continuous Renal Replacement Therapy (CRRT)** – model developed in partnership with GRH and Ontario Renal Network; program initiated April 2023; allows care to be provided at CMH without transferring patient to another ICU for treatment
- **Rapid Assessment Critical Event (RACE) Team** – nurse-led program launched November 2022 and expanded to 24/7 in February 2023; one Critical Care RACE trained RN assigned to every shift, responsible for following all patients transferred from ICU for in-patient units for a 48-hour period; data entered into Critical Care Information System (CCIS) for tracking and monitoring purposes



Operating Room (OR) and Medical Device Reprocessing Department (MDRD)

Manager

Aubrie Graham-Mendoza

Director, Surgical Programs

Kim Towes



About Us

A team of Surgeons, Anesthesiologists, Surgical Assistants, RN's, RPN's, ORA's, MDRD technicians, and Periop clerks.

OR

- 8 operating rooms, offering 10 surgical services(Gyne, Gen, Ortho, Uro, Plastics, ENT, Spine, OMF, Dental and Opthal)
- Approximately **25** patients travel through the OR's daily.

MDRD

- Reprocesses approximately **259** trays, and **217** individually wrapped items **daily**, not including the reprocessing of scopes, to support all clinical areas in the hospital.
- MDPicks an average of 35 items for every case cart travelling to the OR, which is approximately **875 items daily**.

What are the big dot projects your department is working on this year?

- **Medline Optimization of Packs**
- **Standardization of Procedures**
- **Optimizing Recycling Program**

What are you most proud of as a department?

- **Association of perioperative Registered Nurses (AORN) program** – ability to stay current with evidence-based practice recommendations
- **Humidity in OR (July 2023) and resumption of full operations** – Perioperative team acted quick and showed compassion when informing patients and their families of the event; able to proceed with urgent cases despite the setback; prioritized the resumption of patient care in the ORs, reprocessing of the affected surgical equipment, and restocking items that may have been compromised by the condensation
- **Partnership with Clear Vision Surgical (announced March 2022)** – increases access to cataract surgery and reduces wait times for patients within the region; opens up space and frees up staff at CMH for other elective surgeries
- **Increase to 5 total joint replacements on a single arthroplasty room day**



Endoscopy

Manager

Department Chief

Angela Schrum

Dr. A. Nguyen



About Us

- An outpatient unit that sees approx. 30 patients a day
- Surgeons and Endoscopist supported by RNs, RPNs, ORAs and Clerks
- Procedures performed; Colonoscopy, Gastroscopy Bronchoscopy & EUS

What are the big dot projects your department is working on this year?

- **Endoscopic Ultrasound (EUS) Program Growth**
- **OCEAN Scheduling** – expand OCEAN scheduling for EUS and endoscopic procedures to better address wait times
- **Flow of patients and new space**



What are you most proud of as a department?

- **Regional EUS (Endoscopic Ultrasound) Launch** – officially launched in October 2022; CMH is the only hospital in the Waterloo Wellington Region to have this technology; will allow an estimated 450 patients/year to receive specialized diagnostic care without travelling outside the region
- **On call for Endo**





Manager

Gina De Los Santos

Post Anesthetic Care Unit (PACU), Surgical Day Care (SDS), Minor Procedures and Fracture Clinic

About Us

PACU

- Currently operating with 11 patient bays
- Manage pre and post-operative care for pediatric and adult surgical patients

SDC

- Currently operating with 18 bays and will expand to 25 post construction
- Manage pre and post-operative care for adult surgical patients

Minors

- RPN lead clinic for minor surgical procedures for adults
- Currently operates with 4 exam rooms

Fracture Clinic

- Orthopedic technician led clinic
- Clinic supports pediatric and adult orthopedic and plastic surgery patients

What are the big dot projects your department is working on this year?

Improving the patient experience by redeveloping and improving patient flow algorithms. These algorithms include interdepartmental as well as cross program.

Improving the patient experience in fracture clinic by partnering with the emergency department to streamline referral processes. This will help us create efficiencies and mitigate current gaps

What are you most proud of as a department?

Commitment to patient care: The staff are passionate and committed to providing exceptional care as evidenced by the feedback received from patients and their families while under our care.

Commitment to improving patient experience: Development of a Fracture Clinic patient education sheet for new referrals from the emergency department. It includes key information regarding next steps, scheduling of their appointment, what to expect upon arrival, and management of symptoms prior to appointment.

Collaboration and access to care: Partnered with the pediatric program to provide pediatric surgical services in SDC when there was a disruption to all elective pediatric services provincially

Collaboration: Successful reimplementation of the electroconvulsive therapy (ECT) program post COVID
Team Work: The PACU and SDC team transitioned to a new clinical space effortlessly and have continued to find opportunities to optimize out new space

Inpatient Surgery

Manager

Sandra Bradshaw

Director

Kim Towes

Department Chief

Dr L Green



About Us

Surgery

- 27 beds with 4 bay Same Day Surgery Room
- A comprehensive interdisciplinary team provides post-operative care to patients requiring an overnight stay

What are the big dot projects your department is working on this year?

- Restore surgical volumes to 100% to meet/surpass QBP volumes and obtain PCOP funding
- Conservable bed days LOS
- Ongoing education/training to current nursing complement to advance them to higher level patient care assignments
- Revise discharge teaching packages to support a successfully planned and executed hospital discharge for bundled care patients
- Emergency Department Pull Times: Time of ED Admission Order to Time to Bed <90 minutes

What are you most proud of as a department?

- Bundled Care – Same day joint surgery
- Exceeding performance for bundled care QBPs
- Joy In The Workplace: Unit huddles and daily rounding to increase staff engagement and build strong team culture, express gratitude, game day Fridays, guest speakers join huddles



Mental Health Services

Manager

Michelle Berry

Director

Donna Didimos

Chief

Dr. A. Sharma



About Us

Team comprised of Psychiatrists, Nurses, Social Workers, Occupational Therapist, Recreational Therapist, Psychotherapist, Peer Navigators and Clinical Nurse Specialist who help create a therapeutic and safe environment for patients, families and visitors.

. Regional bedboard for Schedule 1 beds

What are the big dot projects your department is working on this year?

- **Reintroduction of our inpatient ECT services** with a goal to extend as an outpatient service by Oct 31st, 2023.
- **Streamlining Community referrals** to Outpatient and Day Hospital programs. Which includes upgrading the referral process to an online portal (**OCEANS**)
- Increasing patient attendance days in the day hospital program
- **Broadening programming/group offerings** on inpatient unit during weekends

What are you most proud of as a department?

- The MH Program at CMH provides emergency, acute, day hospital and outpatient psychiatry services, as well as a **broad range of supportive and skill building programs**
- **The Psychiatric Assessment & Admission Nurse** (Support the care and treatment of patients coming to the ED)
- **Peer Support Addictions** in partnership with community agency
- Elimination of agency usage
- **Specialized evidenced based psychotherapy programs**, will low wait times- CPT (for PTSD), DBT, CBT
- **ECT running at full capacity** to meet our departmental goals of 300 patients
- Working with the ED to develop **patient care plans** for patients with frequent visits to ED



Women and Children's Program

Manager

Laura Clarke

Director, Medical Programs

Kim Towes

Chief of Obstetrics

Dr. K. Wadsworth

Chief of Pediatrics

Dr. M. Rajguru

Chief of Midwifery

Ms. C. Witteveen



About Us

- The Women and Children's Program consists of Labour & Delivery, Postpartum, Special Care Nursery, Pediatrics and 2 out patient clinics including Bili, Venofer and Rhogam clinics.
- There are approximately 1200 babies born at CMH annually
- We have various disciplines collaborating within our program including Physicians, Midwives, RN, RPN, Clerical, Lactation, Social work and a Child Life Specialist

What are the big dot projects your department is working on this year?

- **Induction of Labour project-** we are revamping our Induction of Labor Process to include recommendations from PCMH Safe Administration of Oxytocin Toolkit.
- **Program Review-** we are working on reviewing all policies under the W&C portfolio to ensure up to date evidence based practices are in place. We are also revamping orientation length and competency checklists for each department to ensure staff are on boarded with the skills, knowledge and support needed to be successful on the unit.
- **DSM RSV database-** in the process of working with Mount Sinai to be part of the provincial RSW enrollment database.

What are you most proud of as a department?

- **RN upskill in the Operating Room-** all RNs in Labour and Delivery were given 8 hour classroom geared to care of patient receiving anesthesia.
- **Fetal Health Surveillance-** collaborated with Grand River Hospital to provide fetal health surveillance refresher course to all Labour & Delivery staff
- **Clinical Preceptor Role-** introduction of RN in supernumerary position to provide mentorship to new and incumbent staff.
- **Clinical Externs-** introduction of unregulated health care professionals that work collaboratively with nursing to provide patient care support while helping them transition into practice



Medical Day Clinic (MDC)

Manager

Director, Medical Programs

Sandra Bakewell

April McCulloch



About Us

- Consult, treat, support and surveil adult patients living with cancer
- Provide testing and treatments (ie blood products)
- Clinical trials department
- PICC Team (265 inserted last 12 months)
- 6 clinic rooms that saw 500 new patients in 2022/2023
- 12 treatment chairs that provided 5500 treatments in 2022-2023

- 3 Medical Oncologists
- 4 Oncology associates
- 2 Radiation Oncologists
- 16 Nurses
- 4 Clerical associates
- 1 PT Social worker
- 1 PT Dietician
- 1 Drug access navigator
- 3 Pharmacists
- Pharmacy technicians
- Lab, D.I. Pathology, EVS
- Community resources

What are the big dot projects your department is working on this year?

- **OCEANS Referrals** – Introducing OCEANS as a referral platform to receive Oncology referrals from the community
- **Schedule Improvements** – Optimizing our clinic schedule, referral process and leverage our relationship with GRRCC to support more patients of the Waterloo region being seen by an Oncologist with 14 days of a cancer diagnosis
- **Meeting the challenge from Ontario Health - Cancer Care Ontario (OH-CCO)** – developing an innovative clinic redesign to meet the ever changing needs of Oncology patients

What are you most proud of as a department?

- **Approvals for new drugs, testing options, and treatment combinations** – led by the ability of this team to learn, integrate and adapt to the ever expanding treatment options
- **Commitment to improving the patient experience** – New Patient Family Advisory Council (PFAC) member who will help guide the department by sharing the patient perspective
- Consistently meeting **CCO Wait one** (referral to consult) and **Wait two** (Consult to treatment) **targets** month over month
- **The intrinsic drive of this team to put patients and their families first** – examples include anniversary cards for a couple who spent their 50th wedding anniversary in MDC, celebrating patients' milestone birthdays, and celebrating treatment milestones with our bell ringing ceremony

Liver Health Clinic

Manager

Sandy Bakewell

Director, Medical Programs

April McCulloch

Chief

Dr. A. Ngyuen



About Us

Who we are

- 3 Hepatologists
- 3 nurses
- 1 clerical
- 1 PT dietician

What we do

- Providing patients with a diagnosis, treatment plan and management of advanced liver disease since 2021

What are the big dot projects your department is working on this year?

We are growing!!

- Expanding program that will incorporate a 4th hepatologist and 3rd nurse in October of 2023

One stop shop

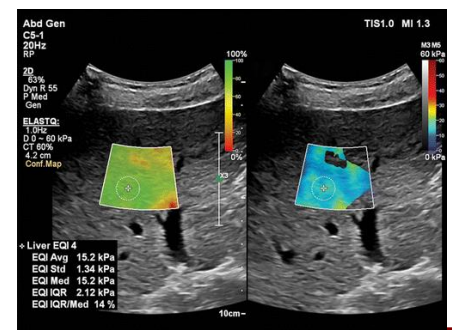
- Bringing services to the patients of the Liver Health Clinic. U/S, phlebotomy and registered dietician will all be available on C2 reducing the need for patients to travel within the hospital to access care.

Investigating innovation

- Elastography, a test that determines the stiffness of the liver and aids in diagnosis and assessment of patients living with advanced liver disease

What are you most proud of as a department?

- Housing the **only regional Liver Health clinic in Waterloo**
- Continual drive to grow and develop the program to better serve the region
- Increased the **numbers of consults by 328** in year two and increased the number of treatments provided in LHC by 886



Cardiorespiratory Unit ECG and Echo

Manager

Chief

Kim Rose

Dr. Augustin Nguyen



About Us

- Diagnostic Cardiology plays an important part in providing diagnostic testing such as Echocardiography (Echo), Electrocardiograms (ECGs), holter monitoring and cardiac stress testing to assist in the diagnosis and treatment of cardiovascular disease.
- The Diagnostic Cardiology department is made up of 5 Cardiologists, 5 Diagnostic Cardiac Sonographers (Echocardiographers), 8 Cardiovascular Technologists (CVTs) and 2 clerical staff members who all work closely with internal hospital departments and external referrers to provide exceptional patient care.

What are the big dot projects your department is working on this year?

- Implementing Ocean e-referral for Echo, ECG and Respiratory programs
- Implementing a QA process for Technologists and Cardiologists
- Increasing availability of Stress Echo appointment time slots
- Increasing number of Echo appointments by adding an additional technologist
- Increasing availability of pediatric Echo studies



What are you most proud of as a department?

- Implementing a remote reading solution for Cardiologists.
- A Trillium Gift of Life Network recognition for one of our Echocardiographers. She was recognized for her contribution by providing access to Echo afterhours when it was needed.
- Implementing a CRU exam dashboard to track volumes in real time.
- Welcoming our new cardiologist (Dr. Al-Riyami) to the CRU team!
- Collaborating with the Pre-Op department to allow patients to have their ECGs performed in the Pre-Op department.

Manager

Department Chief

Kim Rose

Dr. Winnie Lee

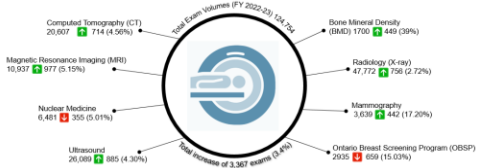
Diagnostic Imaging

About Us

Diagnostic Imaging provides imaging and procedural services to outpatients, inpatients and emergency patients.

Modalities that are included under the Diagnostic Imaging program include:

- X-Ray/Fluoroscopy
- CT (Computed Tomography)
- MRI (Magnetic Resonance Imaging)
- Ultrasound
- Bone Mineral Densitometry
- Mammography
- OBSP (Ontario Breast Screening)
- Nuclear Medicine
- We have a highly skilled team of MRTs (many of which are crossed trained in multiple modalities), Sonographers and clerical staff that make up our department that includes 42 MRTs, 14 Sonographers, 24 Clerical Staff members and 6 Radiologists.



What are the big dot projects your department is working on this year?

- Mammography RFP
- Implementation of 16 Bit Rho
- Creation of X-Ray Safety Committee
- Phase 3 of our Capital Redevelopment Project (includes Nuc Med and office spaces)
- Phase 4 of our Capital Redevelopment Project (includes Ultrasound, Mammography/OBSP and BMD move to final location)
- Introduction of OMNI to DI
- Continuation of Savience reminder call software rollout
- Implementing a standardized booking model



What are you most proud of as a department?

- We have an amazing team!
- CMH became an OBSP Assessment site in April 2023
- In an attempt to overcome staffing challenges, we have successfully implemented a “grow your own” program to allow technologists to complete their MRI certification.
- We have begun the rollout of our patient reminder system
- We have expanded support afterhours for a local FHT team
- We have successfully completed phase two of our DI Capital Redevelopment Project
- Implementing a Quality and Practice Committee dashboard to track volumes in real time.
- Implementing a Quality and Practice Committee that includes representation from across the department.



Laboratory Medicine

Manager

Department Chief

Hayley Hamilton

Dr. J. Bourgeois



About Us

- 27 Medical Laboratory Technologists
- 17 Medical Laboratory Assistants
- 3 Pathology Assistants
- 6 Pathologists
- 1 Manager
- 1 Director
- 60,000 Outpatient diagnostic tests
- 600,000 Chemistry and Hematology Tests
- 16,800 Transfusion Medicine Blood Products
- 72,000 Microbiology Specimens
- 12,000 Pathology Cases
- 48,000 POCT Glucose Tests

What are the big dot projects your department is working on this year?

- **Choosing Wisely Designation** – striving for best utilization practices in both **Using Labs Wisely** (reduce low value laboratory tests and implement evidence-based interventions that reduce unnecessary use of the test or practice) and **Using Blood Wisely** (decrease inappropriate red blood cell transfusion in Canada) initiatives
- **Referred Out Testing Transformation** – convert microbiology, esoteric testing, and cytology to Dynacare and Grand River Hospital to sustain financial health and provide a stronger service to clinicians and patients
- **Accreditation Canada Diagnostics Mid Cycle Assessment** – Oct 10 & 11 2023

What are you most proud of as a department?

- **Code Transfusion** – successful implementation of new code to provide timely access to blood products in emergency situations
- **Strong Staff Culture** – despite severe staffing challenges, we have strived to continuously improve while still focusing on staff wellness and wellbeing. This has been done through communication workshops, rounding for outcomes, focused departmental staff meetings, and innovative recruitment strategies.
- **Our Laboratory New Space** – successful move into our new space in May, this new space has allowed us to enhance the way we function. We have created efficiencies and focused our attention to innovation with equipment and technology upgrades



Pharmacy

Manager

Director, Pharmacy

Christine Lau

Jennifer Visocchi



About Us

- 12 pharmacists
- 26 pharmacy technicians
- Pharmacist and technician students
- 1 Clinical and Quality Coordinator
- 1 Operations Coordinator
- 1 Project Manager
- 1 Director

What are the big dot projects your department is working on this year?

- **HIS preparation work** In the midst of updating Phase 1 order sets (over 90 of them), clean up of over 3700 drug dictionary items and review of over 2000 items for barcoding. This work has been going on for almost a year.
- Improve flow to our **Pharmacy Intranet page** for medication notifications
- meet the Accreditation requirements for **Medication Management** – pharmacy plays a primary role in many of the ROPs including High Alert drugs, Narcotic and Heparin safety, concentrated electrolytes, Antimicrobial stewardship, medication reconciliation, IV pump safety

What are you most proud of as a department?

- Increasing the presence and role the pharmacists play in each clinical unit, partnering with ID physicians to do weekly or biweekly ID rounds on all patients
- Updating our equipment (Omniceils, carousel, packager, hoods, interfaces and server) to best support our work
- Creating a roadmap to achieve all of the standards set out by the Ontario College of Pharmacists
- Pharmacy technicians and students have a **well-established role in completing BPMHs** for all patients admitted to hospital



Support Services

Exceptional Healthcare, Exceptional People



Finance



About Us

- Director, Finance reporting to CFO
- Controller
- 1 Senior Financial Analyst
- 3 Financial Analysts
- 3 Payroll Positions
- 2 Accounts Payable Positions
- 2 Revenue / Receivable Positions
- Partners – MOH, TD Commercial Banking, KPMG LLP
- Process over 1400 bi-weekly pay cheques
- Issue approx. 7000 payments to suppliers per year
- Complete over 75 financial reports per year

What are the big dot projects your department is working on this year?

Sustain Financial Health:

- Multi year Financial Plan
- Goal: Grow Ministry revenue by \$22 million by achieving budgeted revenue in the multi year financial plans by 2027
- **Balancing** the operating budget to sustain financial health while having funds available for strategic investment and growth
- Having funds available for strategic investments to implement the **Clinical Services Growth Plan** and implement new systems to support hospital operations

Multi year Capital Plan

- Making capital investments to complete the Capital Redevelopment Project, **modernize information systems**, make ongoing facility improvements and purchase required medical equipment

Improving Financial Literacy through:

- Monthly variance meetings
- Reviewing the monthly Hospital financial statements at Operations meeting
- Deep dive into departmental budgets including staffing during budget preparations

Director

Valerie Smith-Sellers

What are you most proud of as a department?

- Achieving a “**clean**” **annual financial audit** – validation of the quality of our financial reporting and processes
- Providing detailed financial analysis and information for strategic decision making
- Meeting multiple financial reporting deadlines for internal and external stakeholders
- Ensuring staff and suppliers are **paid in a timely manner**

Professional Practice and Clinical Informatics



About Us

Professional Practice

- Director & Manager
- 4 Coordinators (policies, students/LMS, externs, general)
- 8 CEFs
- 3 Clinical Preceptors

Clinical Informatics

- Director
- Informatics Specialist
- We are growing!

What are the big dot projects your department is working on this year?

- Model of care transformation pilot project (ongoing on Medicine)
- Upskilling nurses to optimize practice (ED, Medicine); standardizing and centralizing professional development/education
- 2SLGBTQIA+ BPG implementation
- Establishing structure and processes to support HIS implementation

What are you most proud of as a department?

- Building strong support for clinical practice through education, training, professional development
- Launch of Bridge2Learning, our new learning management system bringing learning back at CMH
- Re-launch of MOH programs (clinical preceptors, enhanced externs) to support retention and recruitment
- Re-vitalization of Nursing Advisory Council and Professional Advisory council as high value contributors to practice improvement

Director

Chief

Liane Barefoot

Dr. Nuri

Infection Prevention and Control (IPAC)



About Us

Employs evidence-based practices and procedures to prevent and reduce the risk of infections and improve outcomes for patients, residents, clients, medical professionals, and staff in the hospital.

- 4 Infection Control Practitioners
- 1 Clerk
- 2 IPAC physicians

What are the big dot projects your department is working on this year?

- **Automation of process measure collection** (Infectious Disease admission screening, admission & LOS swabbing compliance)
- **Standardized dissemination of program level reports**
- Supporting patient centered care through **Pet Visiting policy**
- Streamlining IPAC staff workflows through **implementation of new IPAC software**

What are you most proud of as a department?

- **IPAC presence on-units and at bed flow meetings**
- **Transition to 7-day per week onsite presence**
- **Outbreak days/total patient days**
- **Collaborative approach to visiting (IPAC, PX, PFAC, Clinical)**

PX, Spiritual Care, Patient Safety, Risk, Privacy, Emergency Preparedness



About Us

- 2 Patient Experience Leads
- 1 Patient Safety Lead
- 1 Risk & Privacy Lead
- 1 Emergency Preparedness Lead (temporary)
- Spiritual Care Providers – on staff & volunteers for on-call

What are the big dot projects your department is working on this year?

- Promoting a psychologically safe work environment through simultaneous implementation of **Just Culture policy & Incident Review policy**
- **Standardized dissemination of program level reports**
- **Broad dissemination of safety learnings**
- Supporting patient access through **ConnectMyHealth** patient portal promotion

What are you most proud of as a department?

- Demonstrating innovation through **collaborative VR training pilot project** with Conestoga College funded through HIROC safety grant
- Clear roadmap forward in **Partnering with Patients** work through a Board approved PX Plan
- Demonstrated action towards TRC recommendation 22 via **Smudging policy & on-site smudging kit**
- Reintroduction of **Spiritual Care student placements**
- Enhanced care delivery in patient language of choice through **language translation tablets**
- ~ **60 individuals** annually participating in **program level risk identification meetings**

Information Technology



About Us

- 4 Leadership staff (Director, Manager, Apps, and Tech Team Leads)
- 4 Technicians
 - 5 Applications Analysts
 - 5 Technical/Networking Analysts
 - 3 CRP dedicated technical staff
- Over 75 years of combined service at CMH
 - Fully complimented staffing levels

What are the big dot projects your department is working on this year?

- Virtual Desktop Environment refresh**
- Consistency with application installs
 - Latest and greatest updates from VMware
- M365 Cloud application transition**
- Enhancement communication with staff and patients (TEAMS)
 - Better Employee Engagement (Yammer)
- Internet Bandwidth increase and redundancy (New Rogers Lines)**
- Ability to pivot during disaster or downtime
 - Increased quality for AV experience that can flow back to patient care (remote appointments, OTN etc.)
- Xerox refresh of Multifunction Devices (47 units)**
- Increased functionality and ability to transition workflows (Move to digitized faxing, and document control)

Manager
Wes Suhonos

Director
Rob Howe

What are you most proud of as a department?

- 33/40 completed planned projects for 2023
- **Cyber Maturity and Resiliency**
- **HIS Application** Uptime Performance and Serviceability
- **End-user Service support levels and engagement**
- **CMH Data (Storage, Transfer Rate, Data Loss Prevention)**

Volunteer Services



About Us

- 19 services and growing
- 270+ volunteers
- 16 – 24 y.o.(35%) – 5.5 hours, or 3 shifts avg/month
- 25 – 55 y. o. (18%) – 5 hours, or 2 shifts avg/month
- 55+ y.o. (47%) – 8.5 hours or 4 shifts avg/month

Manager

Beth Jones

Coordinator

Tracy Moxon

What are the big dot projects your department is working on this year?

- **Volunteer Services** educational development around Emergency Preparedness and DEI Initiatives
- **New online platform** to allow easier communication of available shifts.
- **Capital Redevelopment Project** – included in all handover meetings to better streamline information regarding changes to wayfinding.
- **Recruitment of 110 volunteers** to revitalize our volunteer team post pandemic.

What are you most proud of as a department?

- Open flow of communications amongst the departments, IPAC, CRP, and emergency preparedness.
- Caring nature of our volunteers, evident by the numerous compliments from patients and their families. As well as, the willingness to cover each other's shifts.
- Recruitment of **110 new volunteers** our evening and weekends shifts are completely full.
- **Internal Customer:** Assist staff with services offered within the hospital.
- **External Customer:** Assist with the needs of the patients and families coming to use these services.
- **Volunteers:** Develop a qualified, well trained and engaged volunteer team able to meet and ideally exceed the expectations of all our customers. Provide volunteers with meaningful work that enhances not only the lives of people they serve, it also brings meaning and purpose to their own.



Manager

Director, Operational Excellence

Mariam Hassan

Kyle Leslie

Patient Registration, Health Information Management (HIM), Decision Support

About Us

Patient Registration

- First point of contact and completes registration duties for Perioperative program, Pediatric surgery Pre-op Clinic, Surgical Day Clinic, Fracture Clinic, Urology Clinic, Neurology clinic, Obstetrics, Infection Control, Sleep Lab, and Liver Biopsy
- 7 staff members

Health Information Management

- **Clerical:** responsible for collection of medical records and discharge documents; scan paper records for electronic access, purge records beyond legal retention
- **Coding:** completion of coding abstract to the Canadian Institute for Health Information (CIHI) for inpatient discharges and ambulatory patients
- **Transcription:** training providers on Transcription Technology-Fluency Front End Speech and Phone Dictation System; work with providers to set-up templates to improve documentation efficiency and accuracy
- **Release of Information:** process request for access and disclosure of medical records, hospital policies and all relevant legislation

Decision Support

- Transforms data into valuable insight for decision making related to quality improvement, strategic planning, funding, and budget planning
- Maintains business intelligence infrastructure including the enterprise data warehouse

What are the big dot projects your department is working on this year?

- Implementation of **Patient Arrival Check-in System**
- Implementing **Secure file transfer process for ROI and online payment option** for our patients
- Implemented **Patient/SDM/POA online Request and Authorization form**
- **Improving data quality** at registration by implementing **health card readers and dual monitors**
- **Increasing organizational capabilities** in gaining insight from data **by improving data quality, access and governance**

What are you most proud of as a department?

- **Improving the number of incomplete records process**
- **Increasing the adoption of Front end users by 4X**
- Support work life balance by implementing **flexible scheduling for HIM Clerks**
- **Implemented Computer Assisted Coding**
- **Auto fax of ER face sheet to family physicians**
- Implementation of **CDI program**
- Refreshed strategic and operational scorecards
- **Enhanced data quality**

Food Services



About Us

- Manager
- FS Supervisors – 2 share the role
- CBORD System Assistant
- Scheduler
- FS Clerks
- Dietary Service Workers
- Materials Management Worker
- We have 460 food items and 100 allergies in our Nutritional Software system (CBORD)

What are the big dot projects your department is working on this year?

- **CBORD App** – Continue to promote the new application for patients to use to choose their meals.
- Final phase of **new kitchen** to be completed by March 2023.
- Looking for other Food Options for staff that include refrigerated items, hot entrees, etc. These options would be **24/7**.
- **Food Cost** – Looking for innovative, low cost, quality food items to add to our menu.

I Love being on Food Services Team

1. Quality and caring are always on The menu
2. We make a difference one meal at a time
3. Skill and dedication are our essential ingredients
4. Our team has the perfect mix of Compassion and commitment
5. Our work is always in good taste
6. We season every recipe with love
7. We're part of a kitchen that cares
8. We put our best into every plate
9. Every dish is served with pride
10. We deliver with a SMILE

Manager

Nicole Evans

What are you most proud of as a department?

- **CBORD Application** – Meal Choices Matter!
- Feeding all patients **three quality nutritious meals a day**, taking into consideration allergies and diet textures.
- We have daily frontline access to the patient so we utilize that very short period of time to connect and make their day.
- We offer **texture modified food items** for **purchase** to people in the Community.
- Health Inspector visits have resulted in no infractions.

Environmental Services - Housekeeping, Portering and Linen

Manager

Nicole Evans



About Us

- Manager
- EVS Supervisors – 3.5
- Scheduler
- Environmental Service Workers
- Patient Porters
- Linen Porters
- Clean all areas of the Hospital except the OR rooms and Core.
- Remove all types of waste.
- Provide clean and sterile linen.
- Transport patients, equipment and specimens.

What are the big dot projects your department is working on this year?

- RFP for Waste Services and Pest Control is in progress
- Capital Redevelopment Project - all construction related cleans and moves.
- B-Tower completion – Terminal Clean and move.
- Looking into some innovative items i.e. cleaners, disposable curtains, etc.

What are you most proud of as a department?

- We provide on a daily basis a safe environment for all patient, visitors and staff at CMH.
- We play an essential part in patient flow at CMH.
- We have daily frontline access to the patient so we utilize that time to connect and make their day.
- We provide safe, sterile linen to all Departments.

Manager

Department Chief

Bill Hibbs

David Boughton

Facilities Management



About Us

- The facilities management team consist of 2 electricians, 2 plumbers, 1 building automation systems specialist, 1 stationary engineer, 1 HVAC technician, 7 general mechanics, 1 administrative clerk, 2 supervisors and 1 manager. This team works daily to ensure the functionality, safety and sustainability of the building, grounds and infrastructure.

What are the big dot projects your department is working on this year?

- B wing chillers are getting refurbished over the winter season
- B wing cooling tower is getting refurbished over the winter season
- MDRD RO replacement.** Upgrading current system to a 6 GPM production system.
- BAS engines and obsolete controllers are being replaced in a multi-phase project.
- Wing D elevators are being assessed for replacement
- Wing C/D roofs are being assessed for required repairs/replacement.
- Building envelope assessment being completed to identify opportunities to improve building efficiency.

What are you most proud of as a department?

- This year Facilities has received 4900 work orders and currently sits with 4800 closed. This leaves us with 100 work orders outstanding which are being addressed on a daily basis.
- There are 1966 listed assets in our CMMS system.** Each asset has a rigorous PM schedule in place to ensure proper functionality. Once A wing is fully handed over to facilities, this asset list will approximately double and fall under our full jurisdiction.
- We are very proud of the commodore and team work our department shows on a daily basis in the face of constant adversity.**

Biomedical Team

Manager

Department Chief

Bill Hibbs

David Boughton



About Us

- The Biomedical team consist of three key Biomedical Tech's.
- The Biomedical team install, maintain and provide technical support for biomedical equipment at CMH.
- The Biomedical team collaborate with manufacturer's to ensure the safety and effectiveness of the biomedical equipment used at CMH.

What are the big dot projects your department is working on this year?

- Organize and oversee the repair of 630 Alaris modules per vendor recommendations.
- Assist with **integration of Phillips and Olympus systems** in the new endoscopy department
- Assist with the integration of Phillips monitoring system consisting of **patient monitors, central stations** and a main hospital server.
- **Complete Philips ITS and MX40 Telemetry courses** to ensure proper maintenance of the Philips systems.
- **Support CRP final stages.** Ensure all biomedical equipment is properly tagged and deployed to the required departments on schedule.

What are you most proud of as a department?

- Biomed **maintains 3391 pieces of medical equipment** which are documented in a medical equipment database.
- This year 1797 scheduled work orders opened and are completed to manufactures recommendations and service records are kept on the medical records database.
- **In a 12-month period 1600 unscheduled work orders where opened, 80% were completed within 2 days.**
- Over the past year we have had a number of Alerts and Recalls issued by the manufacture. Examples include:
 - Quantity 3 V60 ventilators
 - Quantity 630 Alaris modules
 - Quantity 20 defibrillators
- **Above all, BioMed's commitment to ensure safe and functional biomedical equipment for CMH is the accomplishment we are most proud of.**

Distribution, Purchasing & Stores

Manager

Director,

Erin Rideout

Jen Visocchi

About Us

Purchasing

- 5 Buyers, 2 Clerks
- Each month Purchasing completes more than 560 PO's with over 1,250 line items. Procuring everything from toilet paper to sophisticated diagnostic equipment.
- Negotiate contracts & ensure compliance with BPSAA
- Navigate back order items, help find substitutions for clinical approval.

Distribution

- 7 Distribution Aides for 4 busy Hospital Supply lines
- Scan, deliver and stock 45 clean supply rooms
- Deliver oxygen
- Help manage back order items by filling original item with approved substitution.
- A single team member can accumulate 15,000-20,000 steps a day

Stores

- 2 Material Handlers
- Receive all inbound shipments
- Maintain & put away all stock in stores
- Pick req orders

Print Shop

- Design & maintain 1,000 forms for clinical and educational purposes.

What are the big dot projects your department is working on this year?

- Update contract log to ensure it is up to date and accurate.
- Provide departmental & hospital wide education on BPSAA
- Update Job Guides for Material Handlers
- Review and update Pandemic supply levels
- Evaluate new JIT vendor
- Review space constraints and long term layout plans for Stores
- OR inventory project
- Back order & substitution review process



What are you most proud of as a department?

- Fix 'dropped scans' issue which was causing \$26K in 'lost' inventory per month. Change in distribution process requiring us to print and pick vs scan has eliminated this issue from our stores department completely.
- Created a cycle count tracking sheet to ensure we are keeping up with each department needs and tracking any long term trends.
- Working with our clinical partners to Review PAR levels and clean up any items no longer needed on supply carts to help manage our growing hospital needs
- Flipped the entire OR Core inventory in 1 day to ensure Surgeries were not cancelled
- Reduce Backorder report from 700 line items down to 130.
- Negotiate \$678,236 total so far this fiscal year in Savings & Avoidances
- Support the hospitals need to create, design, maintain forms for accreditation.
- Support each department while they move to their newly constructed areas through Supply Cart builds, Capital purchases and FF&E support.



Capital Redevelopment



About Us

Department breakdown:

- 1 Sr. Director
- 1 Project Director
- 3 Project Managers
- 1 Assistant Project Manager
- 1 Director of Operational Readiness
- 1 Manager of Planning
- 1 Planning Coordinator
- 1 Project Coordinator/Admin
- 2 Students

Capital Redevelopment Project (CRP)
 • Substantial Completion targeting Oct. 2024

Other Capital Projects
 Planning
 • Space management, decants

What are the big dot projects your department is working on this year?

- B Tower – 4 floors of renovated space will be an ongoing project till summer of 2024
- Renovation and turnover of New Endoscopy Suite and completing the new Nuclear Medicine Area > Renovations to BMD, Mammo, Fracture Clinic, Phlebotomy, MDRD refresh
- MDC Shower Conversion
- Parking Lot #5 expansion & upgrade to support additional parking needs
- Parking Lot Equipment upgrades
- Wing D Elevators replacement
- Digital Donor Wall
- Kitchen Storage Rooms and Offices expansion
- 26 Space requests managed this year so far
- Space audits and validation, optimization
- FFE procurement and implementation of remaining \$3.5M budget of CRP
- Transition planning for remaining 12 department moves over the next year

Project Director

Bill Prokopowich

Project Manager - CRP

Amanda Thibodeau

Planning Manager

Ryan Nurse

Project Manager - Other Capital Projects

Neeraj Gawri

What are you most proud of as a department?

- **Meeting deadlines:** on track for Substantial Completion (October 2024)
- **Successful construction & delivery of multiple construction sequences under Phase 3**
- **Streamlining Nurse Call / Connexall:** standardizing workflows (shorter meetings for clinical)
- **Collaboration to ensure well built areas to achieve safe, quality patient care**
 > Planning, Construction, IT, Contractors, Support Services
- **Updates to CMHnet:** frequent communications of impacts > individual posts, weekly alerts
- **Defined processes & updated forms:** Change Request Forms, Space Requests
- **Detailed virtual tours** presented to Board committee members on a bi-monthly members – very positive feedback
- **40 Phase 3 Change Requests** managed and implements under CRP
- **14 department moves** planned & implemented so far in Phase 3 of CRP



Human Resources



About Us

Human Resources is a program with 16 members with the following accountabilities:

- Wellness and Wellbeing
- Diversity, Equity and Inclusion
- Organizational Development
- Volunteer Services
- Health, Safety and Wellness
- Employee and Labour Relations
- Retention and Recruitment
- Compensation and Benefits



What are the big dot projects your department is working on this year?

Increase Joy in Work

Increase employee engagement from 42% to 46% - **Strategic Goal**

Implement corporate strategies to increase staff engagement including huddles and **Values Based Conversations (VBC)** refresh by March, 2024 Target to complete 375 by March 31, 2024 Review and Enhance recruitment and onboarding processes including HR support for leaders by March, 2024

Improve student conversion practices and processes

Execute Wellness initiatives – Launch **“In the Loop”** year long focused wellness program

Execute **Diversity initiatives/programs** – New Diversity Council Launched with support of our strategic pillars including integrating DEI focused questions for in all new hire interviews

Director

Susan Toth

What are you most proud of as a department?

- Organizational vacancy rate has significantly improved with a decrease from 7.2% currently, compared to 8.9% at 2022/23 fiscal year end
- **Ember, facility dog for rounding with staff and ability to do on-call after hours’ requests**
- Extensive implementation of ministry funded programs:
- Created and **hired 70+ clinical externs**
- 21 posted roles for Nursing **New Graduate Guarantee Program**
- Clinical Scholars implemented
- 27 nurses hired through the Community Commitment program (CCPN)
- **VBC program refreshed** and re-launched October, 2023
- Employee Life Cycle Check ins updated (new hire pulse survey, 30/90-day check ins)
- Enhanced organizational onboarding
- New Absence reporting process and program live in July, 2023
- **Referral bonus program** established in 2023
- Vacation donation program updated
- All leaders and Diversity council trained in **Unconscious bias** with endorsement to launch the program across the organization
- Mental Health increased benefits for all staff, physicians, and midwives