



Engage

...from Fannie Vavoulis, Director, Chief Communications & Community Engagement Officer

Summer has finally arrived...or is it Spring? Whatever it is – it is a wonderful break from the long, cold, dark days. Hope everyone is taking the time to enjoy the weather. Book holidays – explore all the great things about Chatham-Kent during the summer months. I'm happy to give suggestions!

This is issue number 18 of Engage, if you can believe it. Please take the time to read some highlights from the past month. I want to thank those who have commented, sent feedback and taken the time to give me their ideas for Engage. It is very much appreciated.

Supervisor Final Report

Rob Devitt submitted his final report to the Minister of Health and Long Term Care. We have posted it [here](#). Please take a moment to read the report as it highlights the hard work of everyone at CKHA over the 18 months while we were under Supervision.

In honour of Rob's work with our organization, new CKHA Bike Racks have been installed at both sites. Rob is an avid biker and this gesture pays tribute to his dedication and support during his time with us. Consider riding your bike one of these beautiful summer days.

Acting Out Behaviors (AOB)

The Workplace Violence and Prevention Committee (subcommittee) began a review of the Acting Out Behavior (AOB) policy and procedure in 2017.

AOB refers to the spectrum of aggressive, violent and responsive behaviours that are known, observed or exhibited in a patient.

The Committee made recommendation to Senior Leadership Team in March 2018. The recommendations included the following:

- Implement the Patient Risk Assessment – Acting Out Behavior Policy
- Provide training to Directors and Managers that includes the policy and procedure as well as the identification of behaviors and triggers associated with increased risk of violence so prevention measures for staff and the patient may be taken
- Provide training to health care workers with the same content as above
- Evaluate the program in six months and make any revisions as necessary

Over the course of May several education sessions were held for staff to learn about the procedures with identifying a patient as AOB. If you have any questions surrounding the policy and procedure, please contact your manager.

ER Announcement

We received accolades earlier this month from the Erie St. Clair Local Health Integration Network regarding the outstanding Emergency Department performance at the Wallaceburg Site.

The Wallaceburg site ED had the greatest improvement in the 90th percentile ED Length of Stay for all patients within the very low-volume community hospital group in 2017 compared to the previous year. Performance improved for 6.4% compared to its performance in 2016.

Congratulations to staff and physicians for all your hard work!

Financial Update – Key Messages

At the May Engage session, Lori Marshall and Jerome Quenneville gave an update on our financial status for the end of the fiscal year, March 31, 2018. We have developed some key messages to highlight where we were, where we are and where we plan to be:

2017/18 Year End Surplus

- CKHA finishes the fiscal year with a surplus of \$2.2 million, which is a 1.5% surplus.
- The surplus will help mitigate the past cash shortage, prepare for a major upgrade to the computer system and provide opportunity to invest in facility infrastructure. Recently CKHA announced \$7.3 million in funding from the Ministry of Health and Long Term Care for the new Power Plant in Wallaceburg. The balance of the cost associated with

this enhancement will be offset by the surplus position. As well, there will be capital purchases made for both sites, still to be determined.

- The surplus is consistent with the recovery plan announced a year ago for the Ministry of Health and Long Term Care recognizing that CKHA will have a 1-2% surplus in 2017/18.

Line of Credit

- The line of credit limit (funds available for borrowing to meet short term cash needs) in 2016/17 was capped at \$10 million. In 2017/18 the available credit limit decreased to \$8 million.
- The line of credit provides added security when cash flows fluctuate and has not been used since January, 2018.

What does CKHA owe?

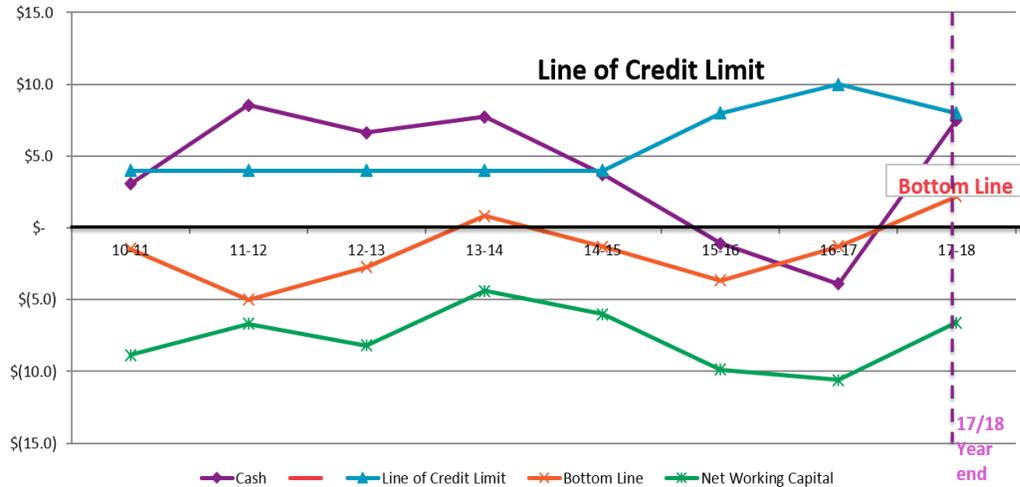
- Current liabilities (amounts due to be paid to creditors within twelve months) owing is \$20.5 million while having \$13.9 million cash and short term assets available to pay those bills. The difference between our current liabilities and the available cash and short term assets is known as our “working capital”.
- CKHA has a negative working capital of \$6.6 million and therefore does not have enough money available to pay current liabilities. Sometimes, we need to access our line of credit to cover current liabilities.
- Last year (2016/17) CKHA had a \$10.6 million negative working capital. Therefore, progress is being made due in part to the \$4 million base operating funding increase received in April 2017 from the Ministry and the many cost saving measures initiated in this past year.

Future Outlook:

- We will keep the line of credit limit in place at \$8 million with a plan to lower it in 2019/20.
- CKHA has repaid the Ministry of Health and Long Term care for the \$2.5 million advance received in 2017/18 and will not seek a similar advance in 2018/19.
- We will continue to work towards a 1-2% surplus at the end of 2018/19.

CKHA RECOVERY PLAN

CKHA's financial performance as at March 31, 2018:



CKHA Financial Recovery Plan eliminates the deficits, provides some limited working capital investments and meet the hospital's annual fiscal requirements.

NRCC Results Update

The third and final wave of the NRCC survey was launched to staff earlier this week. In this wave the following departments were included:

- Clinical Nutrition
- Crisis
- Day Surgery
- Decision Support
- Engineering Services
- Finance
- Hospitalist
- ICU/PCU
- Infection Prevention & Control
- Information Systems
- Materiel Management
- Medical Clinic/Wound & Skin
- Medical Device Reprocessing
- Mental Health Services
- NLOT
- NP – Paediatrics
- Nursing Resource Team – Critical
- Nursing Resource Team – Medical
- Operating Room
- PACU
- Patient Appointment Office
- Patient Registration, Chatham
- Patient Registration, Sydenham
- Portering Services
- Pre-Surgical Screening
- Project Management
- Psychiatry
- Quality & Inter-professional Practice
- Quality/Risk & Patient Safety
- Respiratory Therapy
- Security
- Surgery
- Volunteer Resources

The survey closed on May 23rd. and we will share the results in the coming weeks with the organization. Once this wave is completed we will then share the results to compare the 2016 survey results with the 2017/18 results as a whole organization.

The wave 2 results were shared with Leadership Forum on May 17th. Your managers and directors will be meeting with those departments surveyed to put together action plans based on the results. Actions plans are to be completed by June 22nd. The departments surveyed in wave 2 included:

- Allied Health
- Ambulatory Care
- Complex Continuing Care
- DI & ECG
- Laboratory
- Nutrition Services
- Physiotherapy
- Rehabilitation
- Women’s and Children Health

We had a response rate of 61.1% for this wave surveyed. The provincial average is 52.8%. For the question “Rate the hospital as a place to work” – the response rate was 62.5% - an increase from 2016 results which was 57.7%.

The engagement scores saw a decline since the first wave in 2017:

Engagement Questions	2016	Wave 1	Wave 2	ON Community Hosp Avg
Proud to tell others I am part of organization	62.0%	69.3%	58.6%	70.8%
Values similar to organization's values	58.5%	59.9%	60.6%	66.4%
Organization inspires the best job performance	39.4%	49.2%	38.8%	50.5%
Look forward to going to work	52.3%	59.9%	51.1%	67.4%
Satisfaction with current job	58.4%	67.8%	63.4%	73.0%

55% of respondents rate their job most days as “not at all stressful” or “somewhat stressful.” There has been consistency in the “quite stressful” and “extremely stressful” responses since 2016. 47% of respondents are “very unlikely” to look for a new job within the next 12 months. This number has shifted into a positive direction since 2016.

There are reasons to celebrate. Staff feel very positive about their health and safety at CKHA as it was the top performing theme this wave:

Question	2016	2017	2018	Community Hosp Avg
Involve patients in care decisions	46.7%	44.3%	65.6%	56.4%
Not injured/unwell from exposure to dangerous substance	91.9%	88.7%	97.1%	91.7%
No physical violence from patients/clients/public	75.6%	75.6%	87.3%	82.1%
Action taken if staff is attacked by patients/public	49.0%	77.3%	86.0%	75.9%
Action taken if staff bullied/abused by patients/public	43.2%	66.0%	70.5%	65.1%

Thank you to everyone who participated. The survey results are available in detail from your manager/director. In the April edition of Engage we shared the corporate plans that WeRCKHA worked on based on the staff engagement scores from 2016. You can find the corporate plans [here](#).

NP reassignments

We have been looking at a change to our hospitalist program and will be recruiting more physicians for that role. We are funded separately for the nurse practitioner positions and are looking to reassign them to another area where they can work within their full scope of practice.

Strat Plan Update

Our new Strategic Plan will launch on June 11! Mark your calendars...more information to follow!

Accreditation Summer School

With Accreditation around the corner, we will be hosting Accreditation Academy Sessions through the summer. These sessions will also be available online to view. There are two Accreditation Academy sessions scheduled every Wednesday in the Erie Meeting Room, starting July 11th from 1200-1230 and 1400-1500 for seven weeks, ending on August 22nd.

More information to follow and these are open to everyone in the organization. Hope to see you there!

TNT Program move

Please note that as of Monday, June 4, 2018, that the Early Psychosis Intervention Program (Today Not Tomorrow) at Mental Health & Addictions Program will be relocating to its permanent location at the Access Open Minds Chatham-Kent site at 140 King Street West, Chatham, ON N7M 1E3. The contact number will be new at 519-437-6329.

Thanks for reading! Until next month...

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