



## **'Values in Action' Award**

Each meeting of the Quinte Health Care (QHC) Board of Directors begins with a story that reminds us of the exceptional care extended by staff, volunteers and physicians each and every day at QHC hospitals. At this meeting, the Board is presenting RPN Sarah Monroe with the QHC 'Values in Action' award. *See full story on page 2.*

## **Capacity**

QHC hospitals, along with other hospitals in our region and across the province, continue to experience high volumes of patients as we head into flu season. Our teams have been planning since July for the flu season which usually hits in full force the week right after Christmas and continues through March and into April. We have implemented additional capacity and started staffing to that higher level in November. Despite the additional capacity, we are already having Gridlock days, even with the full surge plan fully implemented. This year we are seeing a higher number of people waiting for different levels or places of care. Our teams are working on a plan to further increase capacity by January. We have ordered more beds and equipment, and continue to actively recruit for more staff. We are shifting spaces to accommodate the additional patient volumes.

## **Looking at innovative ideas to address capacity issues**

As part of planning for the 2020/21 operating year we are looking at innovative ways of responding to surging demand. Adding more inpatient beds is not a sustainable long term solution. Options could include transitional care options, virtual monitoring at home, and medical follow-up clinics (post discharge from ED or inpatient care). This Operating Plan is also being developed within the context of new and emerging coalitions (Ontario Health Teams) that do not yet have the capacity or resource management tools to shift models of care within the next year.

## **Ontario Health Regions**

The previous 14 Local Health Integration Networks have been clustered into five interim and transitional geographic regions. The previous LHIN Chief Executive Officers were replaced with five interim regional CEOs who are responsible for transitioning LHIN functions into Ontario Health. QHC is now part of the East Region, which stretches to Scarborough in the West and encompasses all of Ottawa to the East. This includes the former Champlain, South East and Central East LHIN boundaries, serving a population of about 3.5 million people. The Interim CEO is Renato Discenza, who had most recently been the Interim CEO of the South West LHIN and was previously with Hamilton Health Sciences, Invest Ontario and Infrastructure Ontario.

## **Regional Intensive Care Unit expansion**

The QHC Board of Directors will be asked to approve the submission of the combined Stage 3.1 and 3.2 for the regional Intensive Care Unit (ICU) expansion to the Ministry of Health. The report details the preliminary design for the redevelopment project to expand the current ICU space located at QHC Belleville General Hospital. We are currently operating 15 ICU beds with the requirement to surge to 17. The space was built for 14. QHC is adding additional ICU beds to help meet the acute care needs in our region - beds 16 and 17. The 14 bed unit cannot house the 17 patients, plus 2-3 more that will be required in seasonal surge situations. The ICU's occupancy is well over 100% most of the year. Expanding the ICU will help ensure acute care is available for the sickest patients arriving at QHC hospitals. QHC's goal is to have the expanded ICU in place by late 2020 or early 2021.

## **Trillium Gift of Life**

Quinte Health Care teams earned a 100% Conversion Rate Award from the Trillium Gift of Life Network. The conversion rate is the percentage of potential organ donors (patients who die in a hospital setting and are deemed medically suitable for donation) who went on to become actual donors. The three organ donors coming from QHC last year led to 14 transplants.

## **Management of physician service gaps**

The Trenton Memorial Hospital inpatient service has been dealing with gaps in the physician schedule. The schedule has now been filled until the end of the year with help from physicians from Belleville and Picton. We are actively recruiting from outside the organization for both locum (short term) and active (long term) physicians to improve this situation. We are pleased that Martha Farrell has recently been hired as our new Physician Recruitment and Retention Coordinator. Martha has appropriately made the recruitment of family physicians to Trenton a top priority and has been working with our physician leaders and all stakeholders to develop and implement recruitment and retention strategies.

## **Board Recognition – November 26, 2019**

We begin each meeting of the QHC Board of Directors with a story that reminds us of the exceptional care extended by staff, volunteers and physicians each and every day at QHC hospitals. Today we are recognizing Sarah Monroe who started her career at Prince Edward County Memorial Hospital in the dietary department before joining the nursing staff as a registered practical nurse.

Sarah approaches her job with energy, empathy and enthusiasm. She is always willing to help her colleagues and is a valuable team player.

A patient recently wrote a glowing letter about Sarah. He said, "Sarah treated me with kind, caring, calm, educated ability. She answered our questions and addressed our concerns with sincere, compassionate honesty." He went on to say that Sarah took the time to explain his condition in layman's terms and that he thinks she should be recognized for the wonderful, skilled, caring and compassionate nurse that she is.

Lisa Mowbray, Prince Edward County Memorial Hospital Site Lead and Manager of Patient Services, agrees. Lisa says that Sarah demonstrates empathy to all in her care and continuously lives QHC's values "Imagine It's You" and "Respect Everyone". She describes her as an exceptional gem of a nurse.

Even the Prince Edward County Memorial Hospital Auxiliary members were impressed with Sarah when she recently took the time to show them the features of a smart bed that they funded. Auxiliary President, Art Hewer, said that Sarah's enthusiasm for the job, and the appreciation she showed to the volunteers for providing the funds, left everyone feeling so good. Her attitude left others feeling proud of the job they are doing.

Congratulations Sarah for going above and beyond for your hospital and for living QHC's values every day. We are very lucky to have you on board. Please come up and accept the 'Values in Action' Award presented to you by the Quinte Health Care Board of Directors.