

Board

- The Board received education from DRDH's Chief Nursing Executive, Meagen Boisvenue, on the *Home First Approach* to patient discharge planning and Alternate Level of Care designation and challenges in Ontario hospitals today. Highlights from the education session included:
 - Recent operational direction was received from Ontario Health to implement a *Home First* approach to patient discharge planning and flow. This approach focuses on supporting patients to return home as soon as possible from hospital, and to ensure collaborative and early discharge planning occurs when patients come to hospital.
 - Under this direction, major decisions about care and placement, such the decision to apply for Long-Term Care, should be made from home. Often this decision is made in hospital, with patients being designated as *Alternative Level of Care (ALC)*. An ALC designation which means a patient does not need a hospital bed but is waiting on another place to receive care (often long-term care).
 - The education highlighted that there are over 5,000 people with an ALC designation currently waiting in hospital beds across Ontario, and 46% of those patients are waiting for long-term care (LTC).
 - The goal and direction received from Ontario Health is to work towards an immediate decrease by 10% in ALC population in hospital. Operational direction and actions have been provided to all hospitals across Ontario, and monitoring of progress towards these targets will continue provincially.
 - DRDH will be working closely with partners and Ontario Health, to put in processes to achieve this goal and support system capacity.
- New Board members, as well as several returning members, completed education through the Ontario Hospital Association's (OHA) Hospital Governance for New Directors series over the past two months. This education provided governance, hospital, and health system fundamentals to support new and existing Directors with knowledge to govern effectively.
- The Board of Directors held its bi-annual Community Health Partners Meeting in October, bringing together partners from agencies across DRDH's catchment area that support community health and wellbeing. The meeting was well attended by municipal officials, community groups and partner agencies. Discussions focused on work underway at the health campus as well as the need for affordable housing and primary care. A collaborative medical recruitment approach that involved municipal and community support was explored, as the need for physicians continues to be a pressing one for the community.

Capital Development Updates

- The Board received an update on the DRDH Primary Care Development Project. Highlights of the project status report were provided and included:
 - Construction activities continue, with the project being overall on track and on schedule. Construction continues to progress well, and the building is now water-tight to allow work to continue throughout the winter. Interior walls are now framed, plumbing is underway, and the building service units are onsite. Adjustments to site drainage and flow with the parking lot adjustments are underway. Work over the coming weeks will continue to focus on finishing exterior work, such as sidewalks, pathways and paving, before winter.
 - Project risks were reviewed, and it was shared that the project remains on schedule and construction activities are moving forward as anticipated.

- The Board received an update on the Long-Term Care Development, through the Long-Term Care Development Committee on October 15:
 - A project status report was shared for months of May, June, July and August, including project activities, schedule updates, and a project budget update. Overall, the project remains on track for scope, budget, and schedule, including the additional costs incurred within the contingency budget related to bedrock removal. Alternate techniques were explored to expedite the bedrock removal, however were determined not to be feasible. As such, it remains necessary to continue with rock-breaking activities to prepare the ground to ensure a safe home for our future 96 residents. It was confirmed that the construction work continues to remain in compliance with by-laws and Ministry approvals.
 - Throughout the site, construction continues with several concrete footings for the building being completed, as well as tie-ins to services. The construction team continues to work towards completion of concrete pours before winter, as well as finalization of site preparation measures.

Foundation

- The Foundation will be hosting a “*Dip to Donate - Polar Plunge*” event this December 7, 2024 at Centennial Rock in Deep River. Individuals can raise money and take the polar plunge, and teams can nominate someone they would love to see plunge into the icy cold waters of the Ottawa River! If the team’s fundraising goal is met, their nominee must take the polar plunge.

Health Campus Updates

Family Health Team

- The Family Health Team is very busy given the increasing respiratory illnesses this time of year, with some currently prolonged wait times for access to practitioners.
- The organization sent a delegation of staff and physicians to the Association of Family Health Teams of Ontario (AFHTO) Annual Conference, which is an opportunity for team members to engage with other family health teams across the province and bring back new knowledge and best practices.

Human Resources

- Implementation of a fully electronic scheduling and workforce management software organizational is underway. The centralized electronic system will replace the current combination of electronic and paper systems, creating an interactive, real-time experience of scheduling, shift offering, and tracking for both staff and management. The project has kicked off, with go-live anticipated in January 2025.
- The organization celebrated Medical Sonographer Week, as well as Healthcare Food Service Workers Week in October, providing both celebratory food as well as social media recognition for the impact of both services on healthcare and at DRDH.

Infection Prevention and Control (IPAC)

- The organization recognized Infection Prevention and Control Week October 14-18. The week saw a number of educational activities focused on infection control throughout the organization, as well as an all staff lunch in recognition of the work IPAC professionals, and all healthcare team members do towards keeping staff, patients, and residents safe.
- The IPAC team is preparing for the annual fall vaccination campaigns, with influenza vaccines anticipated to arrive over the coming weeks. Bi-annual COVID-19 vaccinations for long-term patients and LTC residents has been completed, in advance of anticipated surge in respiratory infections.

Long-Term Care

- RSV and influenza vaccines have been completed for residents, with COVID vaccines to be provided in the near future as per their regular vaccine schedule. A review of fall preparedness and preparations for respiratory season have been completed.
- The Long-Term Care Continuous Quality Improvement Committee had their last quarterly meeting on October 15, 2024. The Committee reviewed a number of quality reports and documents including the annual Quality Improvement Plan, Dashboards, the Quarterly Quality and Risk Report, critical incidents, hand hygiene audits, Ministry Compliance Inspection Reports, Resident Satisfaction Survey results, and more.
- Four Seasons Lodge has welcomed a Social Worker student from Laurentian University for the fall semester. The student, in collaboration with leadership, will focus on supporting the Resident and Family Council to redevelop structures and systems based on leading practices, as well as to support individualized programming development in the Lodge.

Medical Recruitment

- DRDH representatives attended the University of Ottawa's Department of Family Medicine Job Fair on October 25. This is the first time DRDH has been able to successfully secure a spot to attend the job fair, and the team coordinated with other Renfrew County recruitment presentations along with the Ottawa Valley Ontario Health Team to showcase potential practice options in the area.

Medical Inpatient Unit

- The Medical Floor census temporarily decreased to below 100% this fall, offering staff a welcome respite from the overcapacity challenges that was experienced over the summer. Alternative Level of Care (ALC) numbers continue to range from 50-80% of inpatient census.

Quality

- Elite Transfer Services, who were contracted earlier in 2024 through central procurement to secure non-urgent transport service, has provided notice that they have now ceased operations in Renfrew County. Despite exploring alternative pricing arrangements, no solution could be found to continue operations. No alternative transportation options have been found.
- Organizationally, hand hygiene rates continue to be under the targeted goal of 80%. It was noted that although rates above 90% are extremely difficult to achieve, we continue to strive towards increasing hand-hygiene. It is anticipated rates will improve as a result of education provided during Infection Prevention and Control (IPAC) week this month.