



## **Board**

- The Board received education from DRDH's Executive Vice President & Chief Financial Officer, William Willard, on budget development, including the budget development process, population and utilization trends, forecasts for the 2024-2025 fiscal year, upcoming projects, 2025-2026 anticipated pressures. Highlights from the education session included:
  - Budget forecasting includes a review of program utilization and population health data to determine anticipated revenues and expenses, as well as collaboration with regional partners to determine anticipated inflationary impacts. A review of population data and trends from census data is additionally conducted, to support identification of program impacts as well as utilization of services.
  - Internal service utilization trends are additionally reviewed to inform budget forecasting, including a year over year review of occupancy and service data. Current volumes for Emergency Department (ED) visits are now comparable to pre-pandemic volumes of around 14,000 annual visits. Four Seasons Lodge occupancy remains at 100% capacity year over year, with the waitlist increasing significantly, especially within the last year. Our waitlist currently includes 140 individuals and the community's need for long-term care services is growing faster than beds are being opened. Inpatient days have risen since 2021/2022, with the largest increase in Alternative Level of Care (ALC) days. ALC rates are affected by the shortage of long-term care beds and limited home care capacity; as such, DRDH is projecting a 40% increase in ALC as a share of total inpatient days this year. The Medical Inpatient Unit has exceeded 80% capacity for the past four quarters, while overall occupancy rates and ALC days continue to rise.
  - The organization will be facing significant pressures in the coming years due to Ministry directives, labor and wage implications, rising supply costs, non-urgent patient transfers and inflationary impacts. System demands have required a 20% annual increase in medical inpatient capacity for the past three years, a trend expected to continue. Additionally, inflation is driving up costs for food, supplies, utilities, delivery, and patient transport. Budgeting and financial forecasting are hindered by unknown funding for 2025/2026 and uncertainties related to political changes and upcoming elections.
  - The team is currently working on the first draft of the budget with new budgeting software. Teams within our organization have been asked for ideas and areas for improvement, and leadership is in the process of reviewing strategies to confirm they can be operationalized, and if they are in alignment with the organization's Strategic Plan and Ministry direction. The first draft will be shared at Resource and Audit Committee Meeting on January 17th, and then with The Board on January 28th.
- At the Quality, Risk and Safety meeting, a presentation was shared on stories that highlight challenges with non-urgent patient transport. The presentation highlighted challenges with non-urgent patient transportation, and the risks and impacts to DRDH patients, DRDH staff and the health system as a result resulting from this gap in support.
- The Fiscal Advisory Committee of the Board met in November, with representatives from across DRDH teams and unions to review the organization's current financial position and to receive input into development of the 2025-26 budget. Team members were presented information on service and utilization trends, as well as population health needs and the current financial pressures and assumptions that will influence budget development.
- The Board of Directors, through the Strategic Planning and Partnership Committee, undertook a mid-year review of the 2024-25 Strategic Priorities and Goals for the organization, including risks and progress made.

- At the Resource and Audit Committee Meeting, an update of the organization's financial position was presented. The organization experienced a deficit in Q2 of \$39,359 compared to a budgeted surplus of \$45,870. Though the fiscal year-to-date (YTD) the organization remains in a surplus position of \$110,915. It is anticipated that the organization will end the fiscal year in a slight surplus position.

### **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 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. Work to direct site drainage and flow with the parking lot adjustments are underway, and paving was completed. Work over the coming weeks will continue to focus on exterior work including brick work and completion of roof work.
  - 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 updated on the Long Term Care Development Project. Highlights provided include:
  - Construction work continues with concrete footings for the building being completed, as well as tie-ins to services. Site clearance continues to ensure sound foundations and services can tie into the building, and all work was confirmed to remain in compliance with by-laws and Ministry approvals. The construction team continues to work towards completion of concrete pours before winter, as well as finalization of site preparation measures.

### **Foundation**

- An invitation was also extended to all Board Members to attend the Foundation's drop-in Donor Appreciation Café on December 3, 2024 from 1:00 pm – 3:00 pm at the Christian Education Centre (CEC).
- A Foundation Board Meeting took place this month, where several upcoming events were discussed, including the Polar Plunge coming up on December 7, 2024 and the Bonspiel early in the New Year.

### **Health Campus Updates**

#### Building Updates

- A contract to complete sprinkler system installation as well as domestic water upgrades throughout the building has been awarded, with work expected to be completed by March 31, 2025.

#### Emergency Preparedness & Response

- The organization experienced a 'Code Red' (Fire Emergency Response) on November 20, 2024 related to the cold weather and construction. The back door to the organization was opened to accept an oxygen delivery at the same time that paving was occurring in the loading dock area. Smoke from the paving work was pulled into the building and triggered our alarm system. The response amongst our team member as well as the Deep River Fire Department was commended, and it was shared that a formal debrief has taken place and learnings were identified. It was emphasized that there was no actual fire, and no damage was caused to the building

## Human Resources

- Work continues on implementation of a fully electronic scheduling and workforce management software. The centralized electronic system will replace a patchwork of electronic and paper systems, reducing gaps in the process and 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 February 2025.
- The organization will welcome a new Manager of Clinical Services – Acute Care to the organization on November 25, filling a vital role in supporting front line nursing staff.
- Throughout November the organization held several recognition days and weeks for team members including: Medical Radiation Technologist week, IT, HR and Finance week.

## Infection Prevention and Control

- The annual fall vaccination campaign is now underway, with influenza vaccines being provided for DRDH staff and family members.

## Laboratory

- In alignment with updates to regional COVID-19 test funding, DRDH has discontinued use of the rapid molecular testing for COVID-19. COVID testing will now only be performed at the Regional Microbiology Reference Laboratory at CHEO, where turnaround times remain less than 24hrs. Updates to ordering practices for respiratory illness are underway, to ensure alignment with coverage for COVID-19 testing funding.

## Long-Term Care

- Four Seasons Lodge welcomed volunteers from DRDH Auxiliary to begin holiday decorating and activities in the Lodge, beginning the transition into the festive season for residents, staff and families.

## Medical Recruitment

- As a result of coordination with our local Mayors, DRDH was able to have two Resident physicians participate in “Mayors Day” at Garrison Petawawa. It is planned that we will continue to meet with our local Mayors on a regular basis regarding shared medical recruitment endeavors and support.

## Medical Inpatient Unit

- The Medical Floor census has again surged up to and above 100%, with 30-60% of patients currently identified as Alternative Level of Care (ALC). Discharge planning coordination and support continue to address increased inpatient need and challenges with ALC allocations.

## Quality

- Translation Services went live October 31 across all patient facing areas of the organization. Through the application, patients and families can now access professional translator services across 240 languages including American Sign Language. In its first few weeks, the service has already been put into place on multiple occasions, supporting patients to access healthcare in their language of choice.
- An update on the Quality Improvement Plan for the first and second quarters of the 2024/2025 fiscal year was shared with the Board’s Quality, Risk and Safety Committee. The team was commended on the indicator related to Emergency Department wait time to an inpatient bed, as the wait at DRDH averages 3.7 hours compared to the provincial average of 14 hours. In addition, the average length of stay in the Emergency Department is only 3.7 hours, compared to the provincial average of 7.5 hours.