

INTERIM PRESIDENT & CEO REPORT

June 2022

Action for Health Plan

The Action for Health strategy has been reviewed by the Nova Scotia Health leadership team and will serve as the guide to our work in shaping a healthier society in Nova Scotia. We cannot do this work without all our healthcare partners. As we look to our partners in health and health care, we know that we have a lot of work to do in meeting the needs of Nova Scotians who have made their expectations clear: they want and need us to deliver high-quality, sustainable health services across the province that are accessible to all.

The interim President and CEO has held two Town Halls focussed on the Action for Health Plan as part of a broader CEO engagement strategy with leaders, staff, physicians, volunteers, and our external stakeholders. The response to the President and CEO's outreach through podcasts, site visits and emails has been encouraging as organizational work evolves over the next quarter.

The Health Leadership Team and the Health Transformation Office has worked closely with Nova Scotia Health as integrated partners across the organization collaborating on the operationalization of the Action for Health Plan. This synergy of teams has not been experienced before and organization boundaries, administrative bureaucracy and outdated protocol have been dissolved as a barrier to our shared progress as partners in health for Nova Scotia.

Our People

Retention & Recruitment

Our Communication Team is working on a digital recruitment campaign with an initial focus on the targeted recruitment of registered nurses, nurse practitioners, and licensed practical nurses. The campaign that will elevate the widely admired Maritime lifestyle that Nova Scotia has become known for nationally and beyond to draw in prospective candidates who may be looking for an opportunity to return 'home' to the region. Our People Services Team is also exploring several recruitment options to attract and retain new hires looking at incentives beyond salary that will allow Nova Scotia Health to stand out as an employer of choice in a competitive health professional employee market.

Equity, Diversity, and Inclusion

Nova Scotia Health leadership is committed to advancing this work, and through listening and learning, we have continued to move forward with several important initiatives that will support a more strategic, coordinated, system-wide approach.



Nova Scotia Health's People Strategy launched in March 2021 and includes several actions and initiatives for actively building diversity, equity, anti-racism and belonging into our workplace. Through the creation of a provincial diversity, inclusion, and equity network the design and recommended strategy and improvement plans to drive the achievement of targeted, measurable, and sustainable improvements in operations, health and health care service delivery are being developed.

We are in the process of hiring a director to lead the network and work with teams and community partners to make evidence-based decisions to tackle problems and be action-focused.

As part of the efforts to move forward with the *African Nova Scotian Health Strategy*, Nova Scotia Health has approved the terms of reference for an African Nova Scotian Health Advisory Committee to provide guidance, advice, input, and recommendations in achieving equitable and culturally competent health care services and programs for African Nova Scotians. Recruitment of members is now underway. Organizational leadership will work with the Advisory Committee to officially launch the strategy and provide regular updates on progress to the community.

Nova Scotia Health has hired an Indigenous Health Consultant to provide leadership and guidance to achieve the goals of culturally safe and appropriate health services for Indigenous people, as well as support our efforts to develop as a culturally competent, diverse, and inclusive workplace. Funded through the Bi-lateral Funding Initiative and submitted jointly with the IWK, the position is a commitment to strengthen our response to the Truth and Reconciliation Commission report and calls to action. The Consultant will play an active role of representation, engagement and liaison with First Nations communities and groups supporting Mi'kmaw and Indigenous health.

Cultural and systemic change takes time, resources, action, and accountability. We are committed to working together, along with community partners, to advance this important work on anti-racism, health equity, diversity, and inclusion within Nova Scotia Health.

[Recalibrating Nova Scotia Health's Leadership and Teams](#)

There is a renewed sense of energy and purpose across our leadership team as we move into a critical phase of our health system transformation for Nova Scotia.

In May 2022, it was announced that Colin Stevenson, Vice President, Quality and System Performance would be seconded to DHW in a new role as Chief, System Integration.

Responsibilities for areas in Colin's portfolio during his secondment will be assigned to other members of our senior leadership team. Dr. Nicole Boutilier, Vice President, Medicine will take on responsibility for quality and patient safety; Mathew Murphy, Chief Data Officer and Senior Director, Strategy and Performance will be responsible for strategy and performance; and Krista Grant will be responsible for Legal Services, Policy, Privacy and Ethics.

Ms. Eileen MacGibbon joined our leadership team in May 2022 as Vice President of Operations, Central Zone. Ms. MacGibbon is a skilled and results-driven health care executive with over 25 years of progressive leadership experience in tertiary/acute care and community care settings.



Mr. Brett MacDougall, the former Executive Director of Health Services for Eastern Zone is moving into the role of Vice President of Operations, Eastern Zone and Anna Marenick is moving into the role of Vice President of People, Culture & Belonging effective July 11.

We are committed to ensuring the development of a culturally competent and culturally safe, diverse, and inclusive organization through the support of our recruitment process. This work is ongoing and a priority.

Leadership Development

As part of an ongoing leadership development initiative, over 500 Nova Scotia Health participants from across the province joined the first leadership summit held virtually on May 3, 2022. Initiated and led by the interim President and CEO, the group was brought together in follow up to a call for suggestions and topic ideas regarding the delivery of our priorities over the coming year and how we will do that as a cohesive leadership group. Topics discussed included:

Retention	Training
Recruitment	Innovation/Process
Technology	Improvement/Strategy
Structure	Patient Care
Leadership/Insights/Support/	Health & Wellness

Recognizing that Nova Scotia Health’s people are the organization’s biggest strength and investment, leadership development was identified early in the interim President and CEO’s tenure as a priority for the successful transformation of health care in Nova Scotia. Opportunities for leadership growth and advancement will be explored over the coming months.

Vacation Planning for Our Teams

We recognize the extreme sacrifices made by our staff, physicians, researchers, learners, and volunteers over the last 24 plus months and we are thankful that they continue to go above and beyond our expectations in planning and responding to deliver high-quality services to patients and families. We also know that they are tired and have been without a meaningful work break for some time. This is being addressed across our leadership teams as department and groups plan for the required rotational coverage to allow for the continued operations of health care services.

Our Services

Access and Flow

Nova Scotia Health’s Care Coordination Centre will improve how we coordinate the movement of patients throughout their healthcare journey. It will provide a real-time view of access to care, patient flow, and health system resources to support decision-making. It will also generate actionable insights to drive continuous improvements in how healthcare is delivered to improve the quality of patient care. On June 29th, staff who are part of the C3 team and clinical application support users will be the first group who will have access to a user portal located on the Nova Scotia Health SharePoint site.

Located first at the Halifax Infirmary site of the QEII Health Sciences Centre, and then rolling out across Nova Scotia, the Care Coordination Centre supports teams to identify issues and find solutions together, using real-time data. This will translate into improved patient access and flow, efficient bed management and discharge planning, better scheduling of staff, and more collaboration across health zones across the province.

Waitlists

New solutions are being developed to address the waitlists for surgery and procedures in the province. The development of an e-referral solution where a single entry/centralized intake model to better coordinate and manage referrals for surgical consults is underway and showing promise. Currently most referrals are made directly to surgeons'/specialists' offices. This means Nova Scotia Health does not have clear information on the number of patients awaiting consults/colonoscopies, how long they have been waiting, the status (i.e., has the appointment date been provided) or which provider they are waiting to see.

Health Data

A significant realignment of positions within Strategy and Performance including the creation of the Chief Data Officer role has been finalized with Steven Carrigan in the role of Director, Analytics for Nova Scotia Health and Matthew Murphy as our Chief Data Officer, Sr. Director, Strategy and Performance with the Quality and System Performance portfolio. Both worked closely together over the last two years as key members of the pandemic management team developing and providing real-time health and service utilization data to our Nova Scotia Health and government partners for planning and decision-making support. The pandemic has underlined the need for accurate, reliable health data that is accessible to health leaders as we look for new and better ways to manage our teams and utilize our resources.

Accreditation

A number of preparation activities are underway in support of the Accreditation survey visit taking place October 16 – 21, 2022. Nova Scotia Health had scheduled participation in Mock Tracer activity with surveyors who are completing their training under Accreditation Canada. This took place from May 30 to June 3, 2022, across all four health zones.

Healthcare Redevelopment Projects

On December 2, 2021, Dr. Alex Mitchell, vice president of clinical infrastructure with the Healthcare Redevelopment Team for Nova Scotia Health presented a 'deep dive' overview of QEII New Generation Redevelopment Project. On June 8, 2022, Dr. Mitchell along with the team presented on the Eastern Zone initiatives with a focus on the Cape Breton Regional Municipality (CBRM) Health Care Redevelopment Project. Updates on the project progress related to the Cape Breton Regional Hospital, Glace Bay Hospital, New Waterford Community Hub, and the Northside site were shared with our leadership team. Both projects are progressing, and additional updates are available on public-facing health redevelopment website.



Our Community

Nova Scotia Health’s Public Engagement & Community Health Boards Support team is approaching the end of the CHB activity schedule for the year, with a number of key initiatives coming to conclusion. One of the initiatives the group is actively preparing to implement is an online grant management program for the Wellness Funds. These funds support a health promotion or population health-based approach to wellness. The team will continue to look for efficiencies for improved delivery of funding as this model seeks to maintain and improve the health of people and the communities in which they live through partnerships, and by addressing those aspects of a person’s life that determine their health.

Annual General Meeting and Annual Report 2021-22

Planning activities continue in preparation for Nova Scotia Health’s seventh annual general meeting, to take place virtually on Thursday July 7, 2021, and the release of the annual report for the fiscal year ending March 31, 2022. The teamwork, capacity, and pride of our teams who continue to provide the best possible care to Nova Scotians supports the theme of this year’s annual general meeting – *Healthier Together: We persevere*.

The annual report and annual general meeting provide an opportunity for Nova Scotia Health to demonstrate that we are focused on continually improving our programs and services for the benefit of the people we serve and to advance health and health care in Nova Scotia. In addition to reporting on the performance of Nova Scotia Health, including financial reports and numerical data on the organization, it is an opportunity to inspire and reinforce confidence in the health system and in our collective ability to meet the health needs of Nova Scotians.

Outside of the AGM, there are no formal meetings of the Board scheduled throughout July and August.

COVID-19 Recovery

To date, 261 Coronavirus updates have been issued throughout the organization by our Nova Scotia Health COVID-19 management team. The most current information as of June 14th is noted below. Western Zone remains in Tier 4 of our assessed risk levels given the continued number of admissions to hospital due to COVID-19 in that region.

Nova Scotia Health COVID-19 Protocols for a Safe Recovery			
Central Zone	Eastern Zone	Northern Zone	Western Zone
Tier 3 – High Risk	Tier 3 – High Risk	Tier 3 – High Risk	Tier 4 – Extreme Risk