



ANNUAL REPORT 2018/2019
HAY RIVER HEALTH AND SOCIAL SERVICES AUTHORITY





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English

Si vous voulez ces informations en français, contactez-nous.

French

Kīspin ki nitawih̄tīn ē nīhīyawih̄k ōma ācimōwin, tipwāsīnān.

Cree

TLĪCHQ YATI K'ĒĒ. DI WEGODI NEWQ DĒ, GOTS'O GONEDE.

Tłıchq

ᑲERIHĪL'ĪS DĒNE SŪLINÉ YATI T'A HUTS'ELKĒR
XA BEYÁYATI THEᑲA ᑲAT'E, NUWE TS'ĒN YÓŁTL

Chipewyan

EDI GONDI DEHGÁH GOT'ĪE ZHATĪE K'ĒĒ EDATL'ĒH
ENAHDDHĒ NIDE NAXETS'Ē EDAHLĪ

South Slavey

K'ÁHSHÓ GOT'ĪNE XƏDÓ K'É HEDERI
ᑲEDĪHTL'É YERINIWE NÍDÉ DŪLE.

North Slavey

Jii gwandak izhii ginjik vat'atr'ijahch'uu zhit
yinohtan ji', diits'at ginohkhii.

Gwich'in

UVANITTUAQ ILITCHURISUKUPKU INUVIALUKTUN, QUQUAQLUTA.

Inuvialuktun

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Inuktitut

Hapkaa titiqqat pijumagupkit Inuinnaqtun, uvaptinnut hivajarlutit.

Inuinnaqtun

Official Languages Division: (867) 920-6484
Francophone Affairs Secretariat: (867) 920-3107

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STRATEGIC DIRECTION

Strategic Priorities

Mental Health and Addiction Services:

Reduce gaps and barriers to provide responsive and timely access to safe, culturally respectful programs and services that respond to community wellness needs.

Primary Care:

Establish a client-centered system that offers responsive, timely, comfortable, and respectful care for our clients through a team and relationship-based approach.

Right care, from the right provider, at the right time and in the right place.

Dialysis:

In collaboration with our Territorial partners, enhance the capacity of local service based on defined priorities and evidence-based data.

Quality of Services:

Improve quality of services to protect children, including enhanced supports for vulnerable families, in a culturally sensitive and safe way.

Foundational Support:

Recognizing the continuation of current operations and identified strategic priorities, we need to ensure appropriate structures and processes are in place to improve outcomes for our population. HRHSSA employees are critical to our success. We will endeavor to support our employees to make this happen by workforce planning and ensuring educational opportunities are available.

Vision

BEST HEALTH

Support the health and wellness of the population

BEST CARE

Care and services are responsive to children, individuals, families and communities

BETTER FUTURE

Contribute to a sustainable health and social services system

Mission

To provide equitable quality care and service and encourage individuals, families and communities to make healthy choices.

Values

Caring - with integrity, we treat everyone with compassion, respect, equity, dignity and we value diversity.

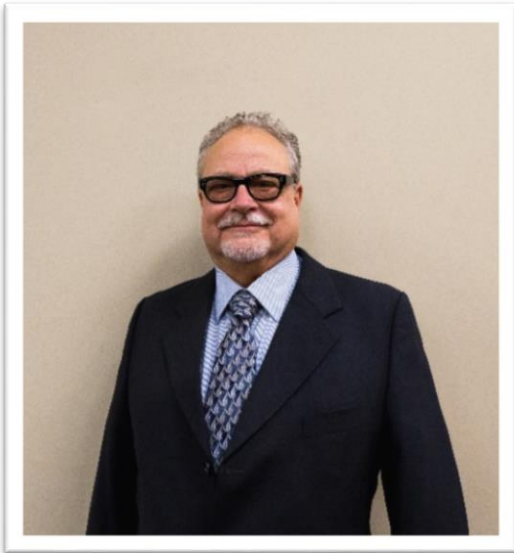
Accountable - we are responsible to utilize our resources efficiently and effectively and report the impact of our work to the community.

Relationships - we work in collaboration with all residents including individuals, families, communities, staff, other health authorities, and Indigenous Governments.

Excellence - we pursue continuous quality improvement through innovation, integration and evidence based practice.

Safety - we place safety at the center of all of our decisions.

MESSAGE FROM THE PUBLIC ADMINISTRATOR



It is a pleasure to once again present a message as the Hay River Health and Social Services Public Administrator. It has been a challenging year balanced by noteworthy accomplishments over the past year. Working with our partners at the Northwest Territories Health and Social Services Authority, the Town of Hay River, community groups, associations and the general public we are committed to a communication strategy that encourages dialogue and public input to our strategies over the next year and beyond.

The HRHSSA developed and introduced a new strategy for 2019-2022 based on the Best Health, Best Care and Best Future model. The mission for the HRHSSA is “To provide equitable quality care and service and encourage individuals, families and communities to make healthy choices”. The HRHSSA developed an operational plan to support the strategy with metrics for success built into the plan.

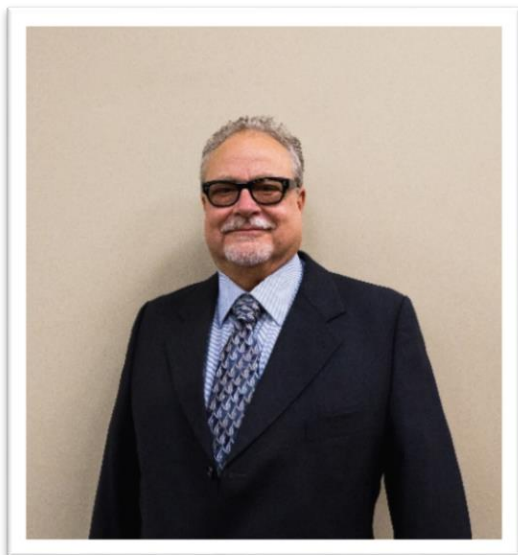
A significant element of the new HRHSSA strategy is the inclusion of the Caring for our people: Cultural Safety Action Plan 2018-2020. To quote the Minister of Health:

“Cultural safety is key to improving quality of care for indigenous peoples because it addresses the difficult reality that the Northwest Territories health and social services system has not been a place of healing for many Indigenous residents.”

The HRHSSA is committed to working collaboratively with its indigenous partners to improve and to make positive change in how we provide service. 2019/2020 will prove to be a challenging year; however I am confident that the commitment and professionalism of the staff of the HRHSSA will prove to be up to the challenge. The HRHSSA has no better partners in these endeavors than the men and women who work day and night at your hospital to provide best health, best care and a better future.

Brian Willows
HRHSSA Public Administrator

MESSAGE DE L'ADMINISTRATEUR PUBLIC



C'est un plaisir de présenter à nouveau un message à titre d'administrateur de l'Administration des services de santé et des services sociaux de Hay River (ASSSSHR). La dernière année a été difficile, bien qu'équilibrée par des réalisations remarquables. En collaborant avec nos partenaires de l'Administration des services de santé et des services sociaux des Territoires du Nord-Ouest, de la Ville de Hay River, des groupes communautaires, des associations et du grand public, nous nous sommes engagés à adopter une stratégie de communication qui encourage le dialogue et la participation du public à nos stratégies, autant pour la prochaine année que pour les années à venir.

L'ASSSSHR a rédigé et mis en place une nouvelle stratégie pour 2019-2022 basée sur la devise Une santé optimale et des soins optimaux pour un avenir en santé. La mission de l'ASSSSHR est de « fournir un accès équitable à des soins et à des services de qualité et d'encourager la population à faire des choix santé ». L'ASSSSHR a élaboré un plan opérationnel pour soutenir la stratégie avec des indicateurs de rendement intégrés.

Un élément important de la nouvelle stratégie de l'ASSSSHR est l'inclusion du Plan d'action Votre bien-être, notre priorité : Plan d'action sur le respect de la culture de 2018 à 2020. Pour citer le ministre de la Santé et des Services sociaux :

« Le respect des valeurs culturelles est la clé pour améliorer les soins offerts aux peuples autochtones, car il faut se rendre à l'évidence : le système de soins de santé et des services sociaux ténétois n'a pas été assez souvent un lieu de guérison pour les résidents autochtones ».

L'ASSSSHR s'est engagée à travailler en collaboration avec ses partenaires autochtones pour améliorer la manière dont elle offre des services. L'année 2019-2020 pourrait se révéler difficile. J'ai cependant confiance que l'engagement et le professionnalisme du personnel de l'ASSSSHR seront à la hauteur. L'ASSSSHR n'a pas de meilleur partenaire dans ces efforts que les hommes et les femmes qui travaillent jour et nuit dans votre hôpital pour vous garantir une santé optimale et des soins optimaux pour un avenir en santé.

Brian Willows
Administrateur public de l'ASSSSHR

MESSAGE FROM THE CHIEF EXECUTIVE OFFICER



I am pleased to present the Hay River Health and Social Services Authority Annual Report 2018/19. The report represents our successes and challenges as we deliver health and social services programs to the residents of Hay River and surrounding area.

This year provided us with the opportunity to draft our next three-year strategic plan in collaboration with our staff and community partners. A few key components of the strategic plan is to enhance both local and Territorial partnerships, strengthen and support the foundation of our organization and bring services closer to home.

Hay River Health and Social Services Authority (HRHSSA) is committed to ongoing engagement with our community, local stakeholders and our Territorial partners. In the interest of openness and transparency, HRHSSA looks forward to increasing community participation in future initiatives.

We will continue to support our clients and staff as we enhance the quality of our care and delivery of services, while increasing efficiency and improving accountability. A primary focus of our work is to maintain an organization that operates under a client/patient and family centered approach that supports the delivery of our services.

I would like to thank the staff of the Hay River Health and Social Services Authority for their continued dedication to our clients, patients and Residents. The accomplishments highlighted in this annual report could not be possible without them.

Respectfully submitted,

Erin Griffiths
Chief Executive Officer

MESSAGE DE LA DIRECTRICE GÉNÉRALE



Je suis heureuse de présenter le rapport annuel de l'Administration des services de santé et des services sociaux de Hay River (ASSSSHR) pour l'exercice 2018-2019. Le rapport présente les réussites et insuccès rencontrés alors que nous offrons des programmes de santé et de services sociaux aux résidents de Hay River et des environs.

En collaboration avec les membres de notre personnel et des partenaires communautaires, nous avons profité de cette année pour entamer la rédaction de notre prochain plan stratégique triennal. Parmi les éléments clés du plan stratégique, mentionnons l'amélioration des partenariats locaux et territoriaux, la consolidation et le soutien de la fondation de notre organisation, et une offre élargie de services à domicile.

L'Administration des services de santé et des services sociaux de Hay River maintient son engagement constant à l'égard de la collectivité, des intervenants locaux et de ses partenaires territoriaux. Au nom de l'ouverture et de la transparence, l'ASSSSHR espère accroître la participation de la collectivité aux initiatives futures.

En tant qu'organisation, notre objectif a été de continuer à soutenir notre personnel tout en améliorant la qualité de nos soins et la prestation de nos services, sans oublier l'amélioration de notre efficacité et de notre responsabilisation. L'un de nos objectifs principaux est de demeurer un organisme qui soutient la prestation de services axés sur le patient et la famille.

Finalement, j'aimerais remercier les membres dévoués du personnel de l'Administration des services de santé et des services sociaux de Hay River, déterminés à toujours s'améliorer et à offrir des soins de haute qualité. Les réalisations présentées dans le présent rapport annuel n'auraient pas été possibles sans eux.

Le tout respectueusement soumis,

Erin Griffiths
Directrice générale

FINANCIAL SERVICES

The Finance Department provides financial services to management and staff of the Authority as well as providing financial reporting to outside stakeholders as required. Services include cash handling, accounts receivable, accounts payable, payroll, general ledger maintenance, contribution agreement reporting, variance reporting and many other financial and reporting services.

2018-19 was a difficult year for the finance department, Doug MacLennan sadly passed away in December and at short notice, Andrew Laming joined the team in January 2019 as Director, Finance and Administration.

Although the change was very close to the year-end the finance department team were able to complete the 2019-2020 budget and other submissions on time. The next major step for the department is to align with the financial reporting processes of the NTHSSA such as the chart of accounts, the financial reporting, budget development process etc. This will allow HRHSSA to measure itself against the NTHSSA to determine where efficiencies and improvements can be made.

FINANCIAL REPORT

The 2018-19 fiscal year HRHSSA submitted a deficit budget of \$2.1mm. The largest single component was the pension top up requirement where a net cost of \$1.0mm was forecast, leaving a deficit of slightly over \$1mm for operations which is almost exclusively compensation related.

The total funding received from the Government of the Northwest Territories was \$31.5m. Of the funding, 29% goes to the operations and administration of the various facilities of the Authority. These totals include facility maintenance, senior management, finance, human resources, information technology, housekeeping, laundry and dietary services. 33% goes to funding the acute care which is the hospital portion of the facility, including emergency, midwifery, renal and the operating room. 20% goes to residential and long term care services and 18% to the clinic portion of the health center and to social services. The breakdown of the funding is shown in the graph below.

The audited financial statements show a small deficit, as opposed to the larger, budgeted deficit. The largest savings resulted from staffing shortfalls in all departments. Acute care lost a number of nurses at the start of the year and was not fully staffed again until the end of the year. A significant increase in overtime and the hiring of locum nurses was more than offset by the compensation costs of the shortage resulting in a positive variance of \$500k. We also received \$646k for the pension funding shortfall.



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INDEPENDENT AUDITORS' REPORT

To the Minister of Health and Social Services and
 the Chief Executive Officer:

Unqualified Opinion

We have audited the accompanying financial statements of Hay River Health and Social Services Authority (Authority) which comprise the statement of financial position as at March 31, 2019, and the statements of operations, changes in net assets and cash flows for the year then ended and notes to the financial statements, including a summary of significant accounting policies and other explanatory information.

In our opinion, these financial statements present fairly, in all material respects, the financial position of Hay River Health and Social Services Authority as at March 31, 2019 and the results of its operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards. Furthermore, in our opinion, these statements present fairly, in all material respects, the revenues and expenditures of all programs funded through contribution agreements with the Department of Health and Social Services which total \$250,000 or more in Schedule A and A-1 for the year ended March 31, 2019, in accordance with the provisions established by the individual contribution agreements.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Authority in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with those requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Authority's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless management either intends to liquidate the Authority or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Authority's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

Independent Auditor's Report to the Hay River Health & Social Services Authority (continued)

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Authority's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Authority's ability to continue as a going concern. If we conclude that a material uncertainty exists we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Authority to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

The logo for Ashton Chartered Accountants, featuring the word "Ashton" in a stylized, handwritten-style font.

ASHTON
Chartered Accountants
Business Advisors

Hay River, NT
July 5, 2019

HAY RIVER HEALTH & SOCIAL SERVICES AUTHORITY

Statement of Financial Position

Statement I

March 31, 2019

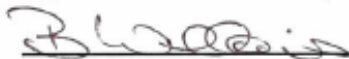
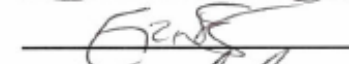

	2019	*2018
Financial Assets		
Cash and cash equivalents, Note 4	\$ 392,891	\$ 1,468,825
Accounts receivable, Note 7	1,284,947	511,509
Due from Government of Canada, Note 10	53,457	521
Trust assets, Note 14	84,486	76,391
Pensions asset, Note 12	15,127,000	12,464,000
Total Financial Assets	\$ 16,942,781	\$ 14,521,246
Liabilities		
Accounts payable and accrued liabilities, Note 9	1,159,884	1,079,074
Employee and payroll-related liabilities, Note 9	1,900,861	1,736,295
Due to Government of Canada, Note 10	-	590
Contributions repayable, Note 26	2,603,904	2,354,505
Employee future benefits and compensated absences, Note 13	1,723,136	1,643,504
Accountable capital advance, GNWT, Note 28	5,829	5,829
Deferred revenue, Note 25	56,633	797,633
Trust liabilities, Note 14	83,690	75,051
Total Liabilities	7,533,937	7,692,481
Net Financial Assets (Debt)	\$ 9,408,844	\$ 6,828,765
Non-Financial Assets		
Inventory held for use, Note 8	\$ 217,260	\$ 204,014
Prepaid expenses and deposits, Note 27	200,562	272,114
Total Non-Financial Assets	\$ 417,822	\$ 476,128
Accumulated Surplus (Deficit), Note 29	\$ 9,826,666	\$ 7,304,893

* Reclassified for comparative purposes

Contractual obligations, Note 16

Contingent liabilities, Note 17

Approved on behalf of the Authority:


 _____ Public Administrator

 _____ Chief Executive Officer

 _____ Director of Finance

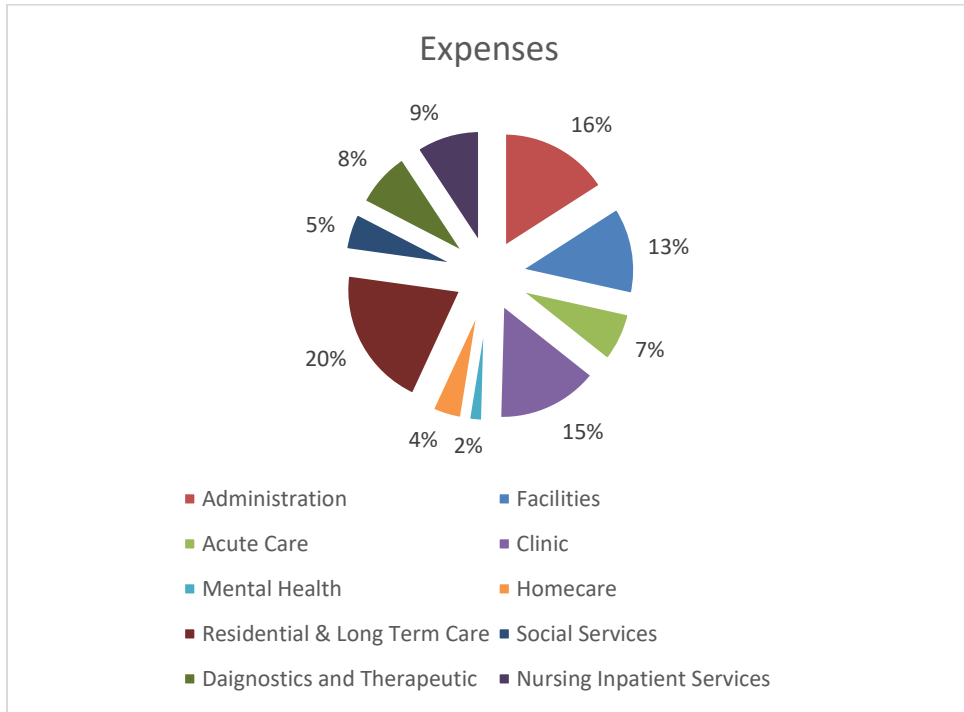
HAY RIVER HEALTH & SOCIAL SERVICES AUTHORITY

Statement of Operations

Statement II

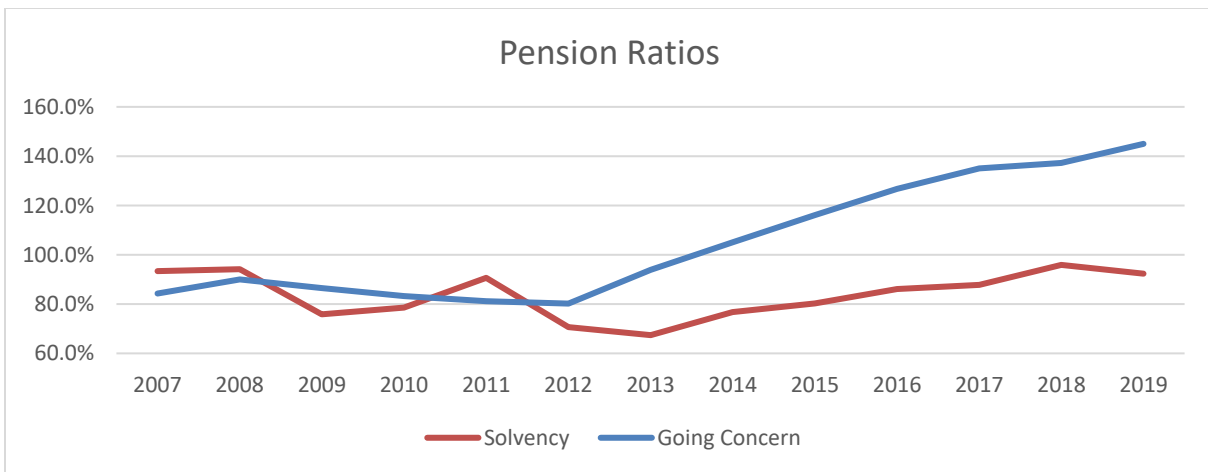
For the year ended March 31, 2019

	2019 Budget	2019 Actual	2018 Actual
Revenue			
Contributions from GNWT, Schedule A	\$ 30,765,529	\$ 31,540,581	\$ 31,778,022
Recoveries	416,448	880,545	942,874
Sales - Patient Revenues	890,097	825,923	765,354
Contributions from Other Sources	-	-	-
Other Income	-	2,559	51,268
Interest	43,000	65,145	50,056
Total Revenue	32,115,074	33,314,753	33,587,574
Expenses			
Administrative and Support Services	9,347,266	7,325,876	7,068,764
Nursing Inpatients Services	5,696,606	4,883,897	5,965,794
Ambulatory Care Services	5,324,061	5,349,141	4,937,396
Diagnostic and Therapeutic Services	2,848,996	2,680,434	2,933,995
Community Health Programs	2,398,558	2,189,701	1,945,097
Community Social Programs	8,601,118	8,363,931	7,690,142
Supplementary Health Programs	-	-	-
Undistributed	-	-	-
Total Expenses, Note 24	34,216,605	30,792,980	30,541,188
Operating Surplus (Deficit)	(2,101,531)	2,521,773	3,046,386
Unfunded items			
(Increase) Decrease in post-employment benefits, Note 12	-	(2,663,000)	(2,957,000)
(Increase) Decrease in employee future benefits and compensated absences, Note 13	-	79,632	(142,213)
Adjusted operating surplus (deficit) before the undernoted	(2,101,531)	(61,595)	(52,827)
Tangible Capital Assets - Rent Expense, Note 15	-	(2,027,428)	(1,919,038)
Grant-In-Kind - GNWT assets provided at no cost, Note 15	-	2,027,428	1,919,038
Adjusted operating surplus (deficit) for the year	\$ (2,101,531)	\$ (61,595)	\$ (52,827)
Opening Accumulated Surplus (Deficit)		\$ 7,304,893	\$ 4,199,068
Prior year restricted physician funds allocated		-	59,439
Operating Surplus (Deficit)		2,521,773	3,046,386
Closing Accumulated Surplus (Deficit)		\$ 9,826,666	\$ 7,304,893



PENSION

The HRHSSA pension fund continued to grow, aided in part by the top up payments required by Federal Legislation. At January 1, the going concern ratio, representing the ability of the assets to cover off obligations of the members into the future was 145.0%. The solvency ratio, which shows the ability of the pension assets to pay off current liabilities if dissolved fell 3.4 points to 92.4%. The net change reduces the annual supplementary funding requirement by approximately \$231k. The graph below tracks the changes in these ratios since 2007.



Acute and Ambulatory Care Services

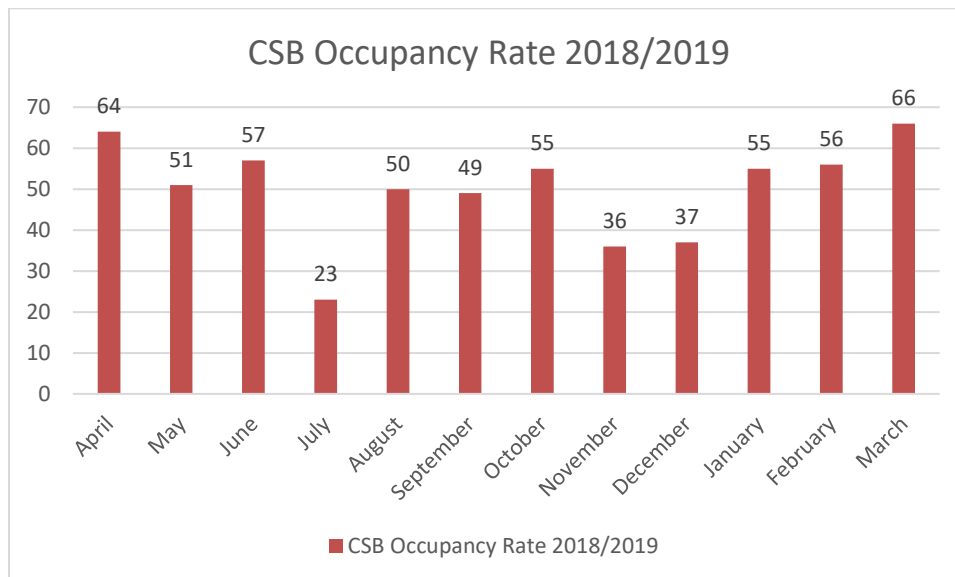
Acute Care Services provides inpatient acute care (Community Support Beds – CSB), palliative care and alternate levels of care.

Ambulatory Care Services provides 24/7 Emergency care services, a dental surgical program, endoscopy services, hemodialysis, stress testing, pulmonary function testing, Holter monitoring, blood pressure monitoring, phlebotomy services and chronic intravenous therapy infusions.

Highlights for 2018/19

- 232 Day Surgery procedures: Dental & Endoscopy procedures
- 78 Pulmonary function tests
- 6,917 Emergency Department visits
- 1,146 Hemodialysis treatments
- 120 Holter Monitors

Onsite training of registered nurses in Basic Life Support and Canadian Triage Acuity Scale, and advanced emergency courses such as Advanced Cardiac Life Support, Pediatric Emergency Assessment Recognition and Stabilization, and Pediatric Advanced Life Support, has continued to maintain the high standard of care provided to our clients.



Clinic Services

The Medical Clinic serves as an entry point for the public to access non-emergent health services such as: Physician Visits; Diabetes Management and Education; Dietitian; Telehealth; and Specialty Medicine. Medical travel is an integral part of health care services in Hay River and is organized and arranged by a dedicated Medical Travel position within the clinic.

Specialized health services are available through the Medical Clinic to residents of Hay River and catchment area. These visiting specialists include: Internal Medicine; Pediatrics; Ear, Nose and Throat; Audiology; Orthopedics; General Surgery; Gynecology; Nephrology; Psychiatry; Ophthalmology; and Sleep studies.

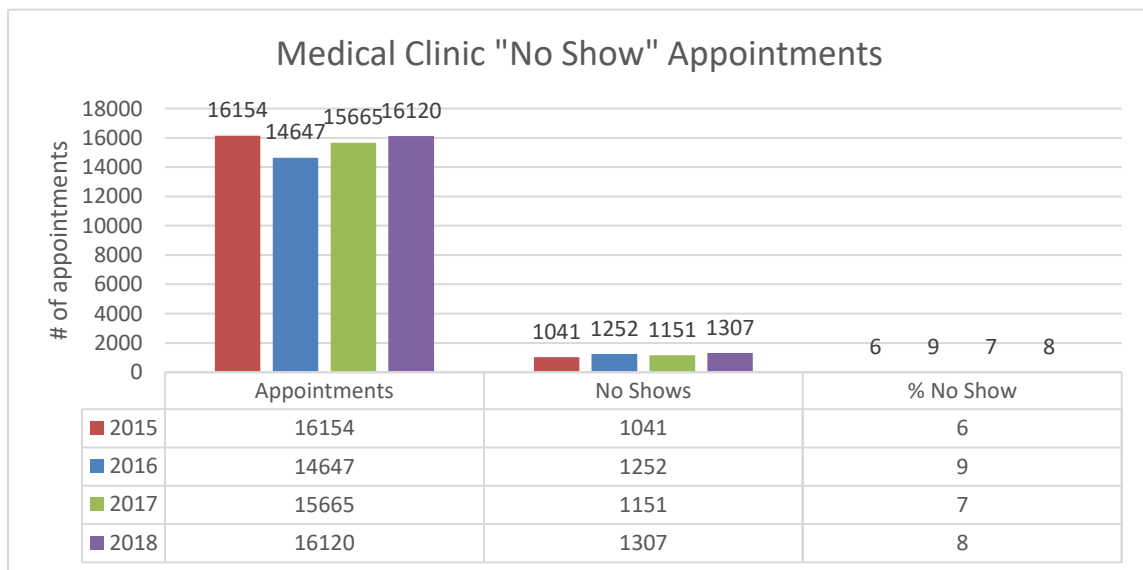
Some of these specialty areas are offered through the technology of telehealth through videoconferencing.

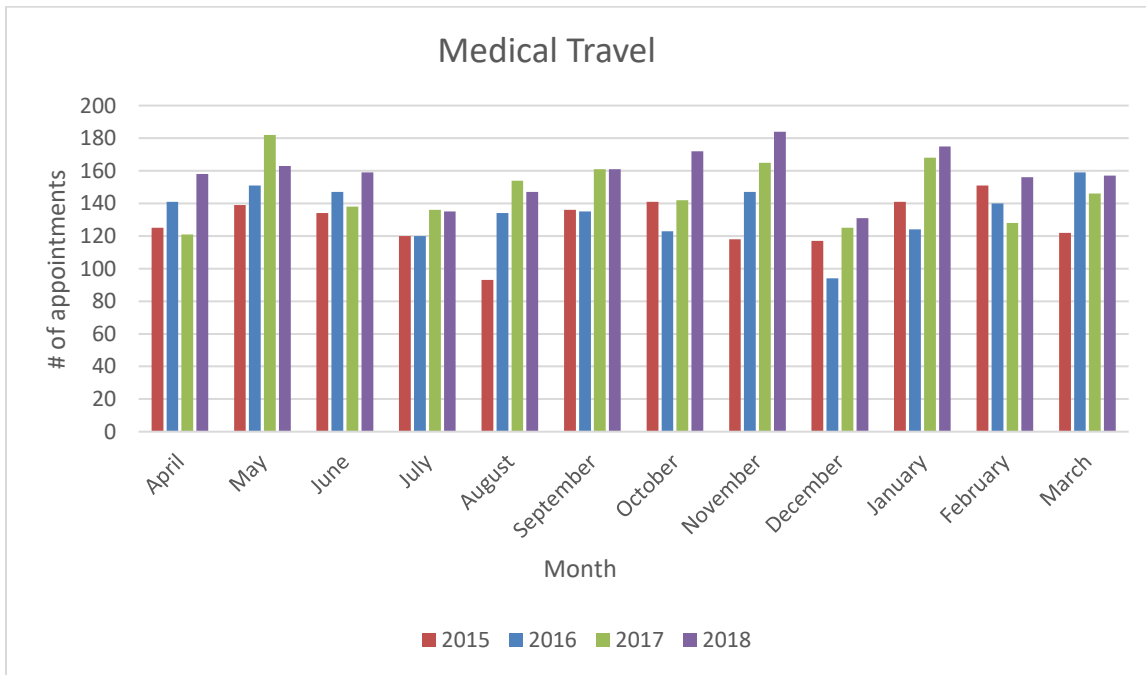
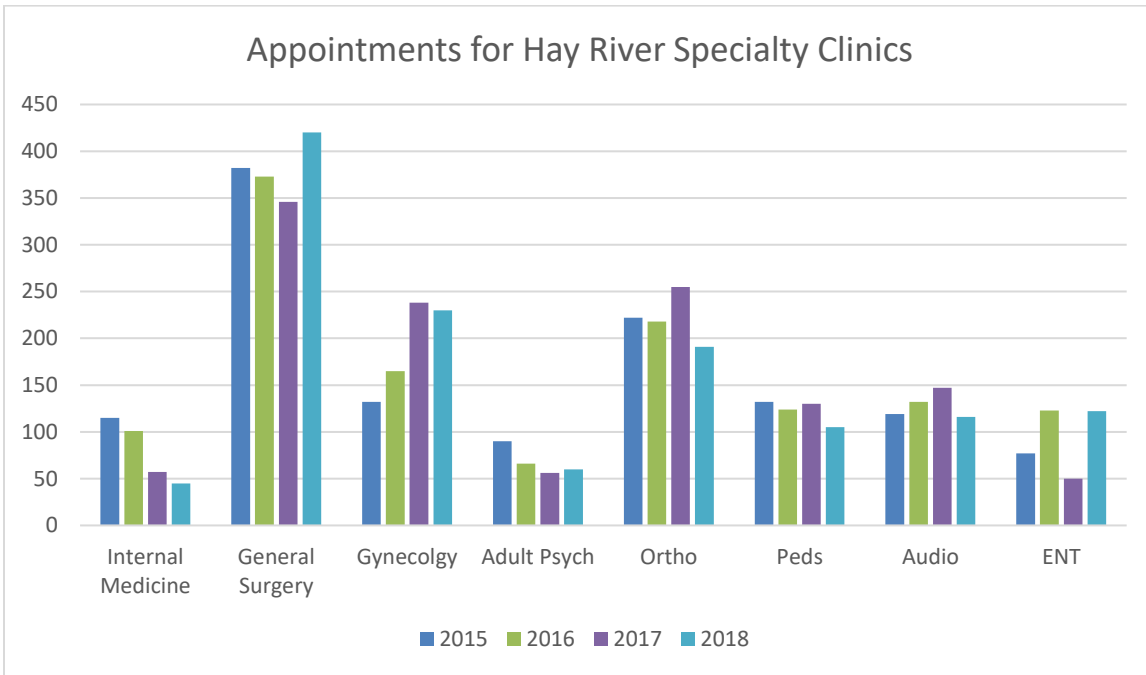
Telehealth has become an integral way to offer health services to our population without the need for the patient and/or the Specialist to travel. The Travel Health coordinator office is located within the medical clinic and is part of the information technology team.

Each year approximately 17,000 appointments are booked for medical clinic visits; in addition, 1,337 appointments are booked through specialty clinics in Hay River and 1,898 episodes of medical travel are organized and arranged through the Medical Clinic.

Highlights for 2018/19

- Policy and Procedure developed regarding referral process
- Standard Operating Procedures formalizing the referral and audit process in place
- Implemented Saturday prescription refill clinics when required
- Dedicated a physician to inpatients admitted to Community Support Beds Monday to Friday.
- Continue to provide a physician to attend clinics at the Ann Buggins Health Centre K'at'l'odeeche First Nation
- Implemented Same Day Appointment system for increased access to appointments



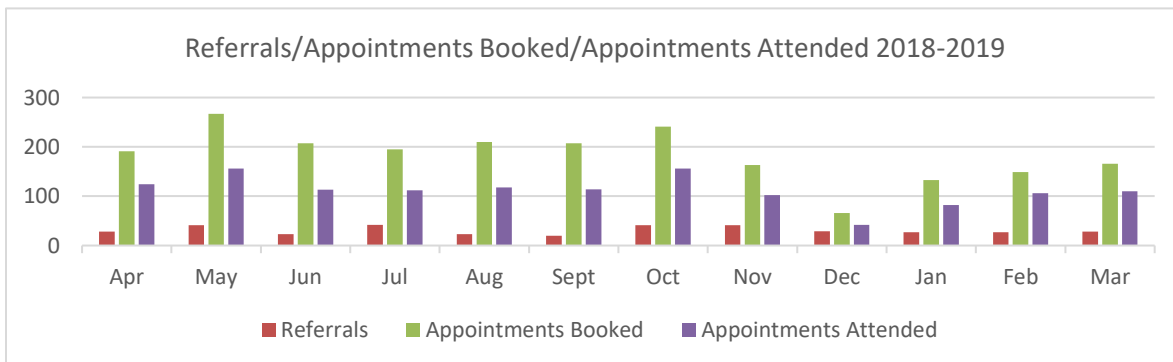


Community Counselling Services

Community Counselling Services (CCS) provides outpatient counselling for individuals, families, groups, couples, and children, inpatient counselling at the Health Centre, addictions counselling, awareness and prevention, community outreach, and collaboration with other agencies. CCS facilitates the improved wellness and mental health of community members. Other services include treatment referrals, crisis response, case management, and psycho-educational programs and workshops.

Highlights for 2018/19

- New Mental Health and Addictions Counsellor hired
- Began work with a consultant psychologist to revise the program's operations and to ensure that staff have access to consultation services for complex clinical cases
- One staff became an Applied Suicide Intervention Skills Trainer
- Participated in territorial suicide risk assessment and crisis response working group
- Staff attended a number of trainings:
 - EMDR Basic Training, Mental Health Act, Trauma Informed Practice, Cannabis Legislation, Professional Development for Highly Sensitive People, Healing Through Attachment, Mastering the Treatment of Complex Trauma, EMDR and Play Therapy, Traditional Medicines Healing, Mental Health First Aid Refresher, Compassion Fatigue
- Facilitated 2 Mental Health First Aid workshops, 3 Coping Skills workshops for waitlisted clients, 11 Mindfulness Meditation lunchtime sessions, 5 Introduction to Mindfulness evening sessions
- Collaboration with our local partners:
 - Diamond Jeness Secondary School to offer Purple Door Services
 - Victim Services and Family Support Centre to offer a fire feeding ceremony, luncheon, and family movie event during Family Violence Awareness Week
 - Town of Hay River for a 4-week mindfulness program



Community Health

Community Health provides services through four main aspects of Public Health:

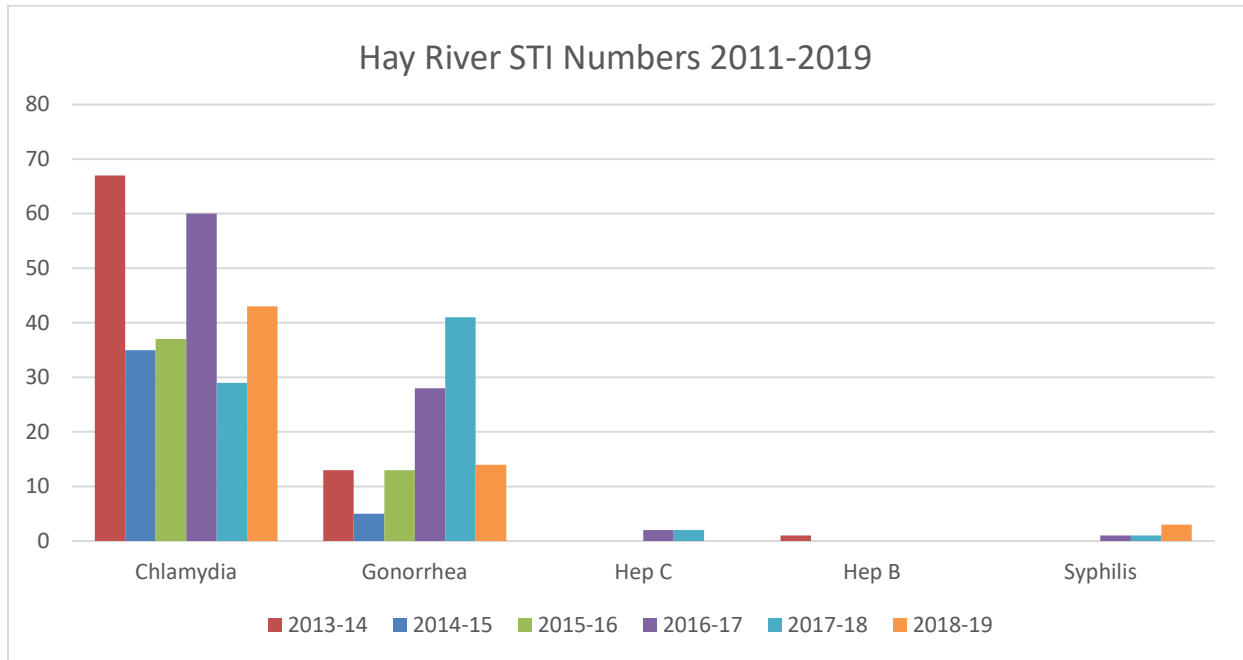
- Health Promotion - enabling individuals to enhance their own health
- Health Maintenance - a guide to emphasize health promotion and prevention rather than the management of symptoms and illness
- Illness Prevention - activities to prevent the occurrence and incidence of disease
- Health Restoration - achieved by providing activities that help restore health

Public Health meets these needs by offering: maternal/ child health; well child clinics; preschool screening; school education; adult health; sexual health; travel health; employee health risk assessments; TB surveillance, follow up and treatment; infectious disease surveillance; Chronic disease; prenatal/ postnatal education; and breastfeeding support.

Highlights for 2018/19

- November 2018 Annual Adult Health Fair held in Hay River was a success - 20 informational health booths participated at the community arena.
- In December 2018, Community Health had a staff member successfully complete the Nobody's Perfect facilitator training in Edmonton. Community Health, in collaboration with the Healthy Families program, hosted the Nobody's Perfect Parenting program in the community. Staff offered health information on a variety of topics including discipline, feeding, sleep routines, health including dental, finding me time for the parents. Several other HRHSSA departments including: Dietitian, Speech Language Pathology, Occupational Therapy and Community Health Representatives from the Katlodeeche First Nation participated in the program.
- In February 2019, Community Health, the Midwifery program, Healthy Families program and the Early Childhood Development team worked collaboratively to host a Breastfeeding Conference on Katlodeeche First Nation. This conference was offered and advertised across the Territory and was well attended by nurses, community health representatives and parents.
- Community Health and Midwifery provided sexual health classes for a full week at Diamond Jeness Secondary School. This was the first year the Midwifery program joined Public Health nurses to share expertise on the subject.
- Public Health continues to offer monthly Health promotion message boards to the community, on display at the Health Center and local grocery stores. This year the Public Health department has been partnering with the Correctional Health nurse in the South Slave Region by circulating the message boards within the correctional facility. Health topics included: Hepatitis C; World Health Day; Tuberculosis; Human Papillomavirus; Choosing Wisely; Mental Health Month; Smoking Cessation; Cannabis Youth information; World Cancer Day; FASD; and Head injury prevention awareness.

Community Health Continued



Diabetes Program

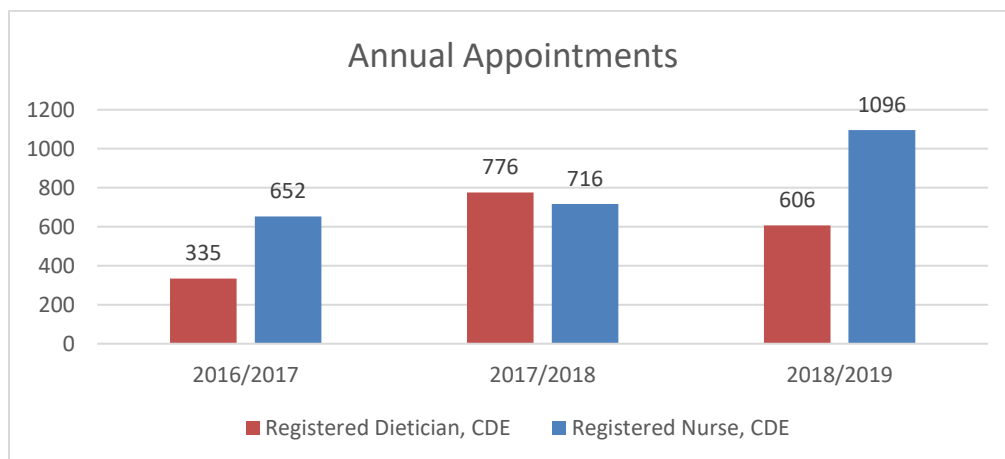
The Hay River Diabetes Program provides comprehensive education and support for the prevention and self-management of diabetes to clients, families and the community. Delivery of services is based on the Standards for Diabetes Education in Canada and Territorial initiatives of Chronic Disease Management. The program is facilitated and managed by a Registered Dietitian (RD) and Registered Nurse (RN), both of which are Certified Diabetes Educators (CDE). Our program is located within the Medical Clinic of Hay River Regional Health Center and accessed through health care provider or self-referral.

Highlights for 2018/19

- Completed Standards for Recognition (3rd successful application)
 - 5 year certificate of recognition as Diabetes Education Center that successfully meets the Standards for Diabetes Education in Canada
 - Only program in the NWT to have obtained this recognition
- Continuing education:
 - CDE – RN obtained CDE designation; RD maintains 5 yr. certification
 - Diabetes Update Conference – RD & RN attended conference in Montreal
 - RD participated in webinars for CKD, PCOS & ketogenic diet
 - RD participated in mock disaster training
- Health Fair participation
 - Hay River, Enterprise & Fort Providence (first time participating in Ft. Prov.)

Networking and Collaboration Opportunities

- Diabetes Group sessions: 1.5 - 2 days / month
- Diabetes RN &/or RD appointments
- Monthly travel clinic: Katlodeeche First Nation (KFN)
- Diabetes Clinic
- Inpatient / Emergency / Home Care / LTC / Dialysis consults
- School & Community Education
- Northern Diabetes Networking
- Ring's pharmacy - Pharmacy consultation during medication reviews / changes

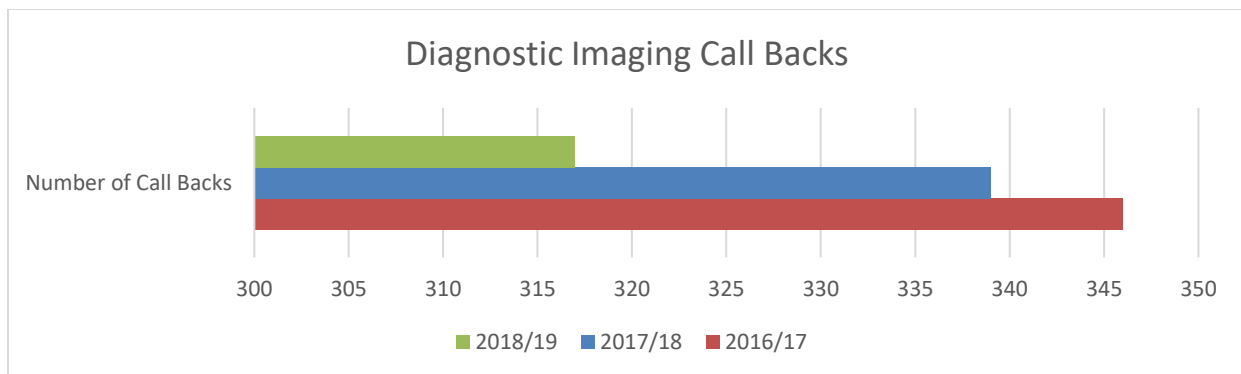
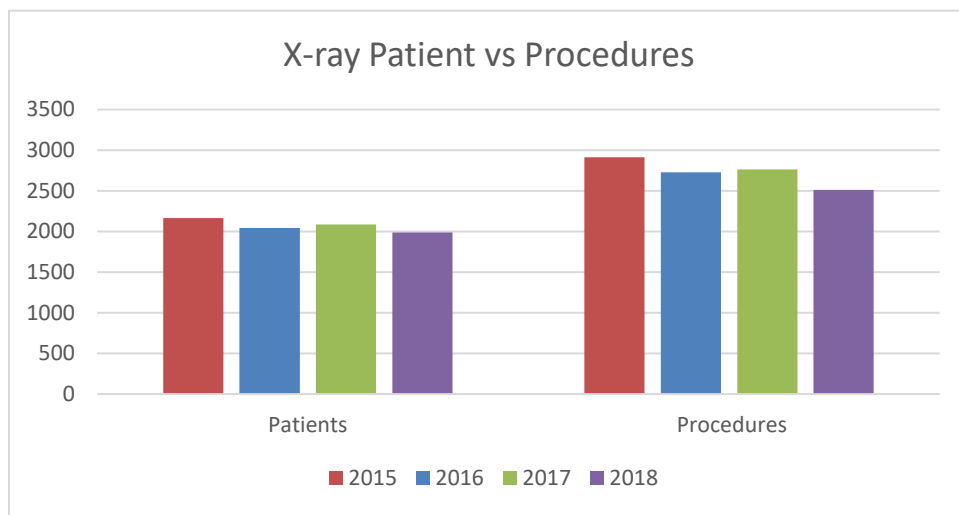


Diagnostic Imaging

The 24 hour Diagnostic Imaging services include the provision of quality general radiology views performed in both a fixed radiology room, and portably when required. Images are reviewed and reported by offsite. The Diagnostic Imaging staff liaises with the physicians to provide the best client care possible.

Highlights for 2018/19

- Ongoing consolidation of policies and procedures with NTHSSA
- Employee continuing education up to date
- Territorial Client Satisfaction Survey completed

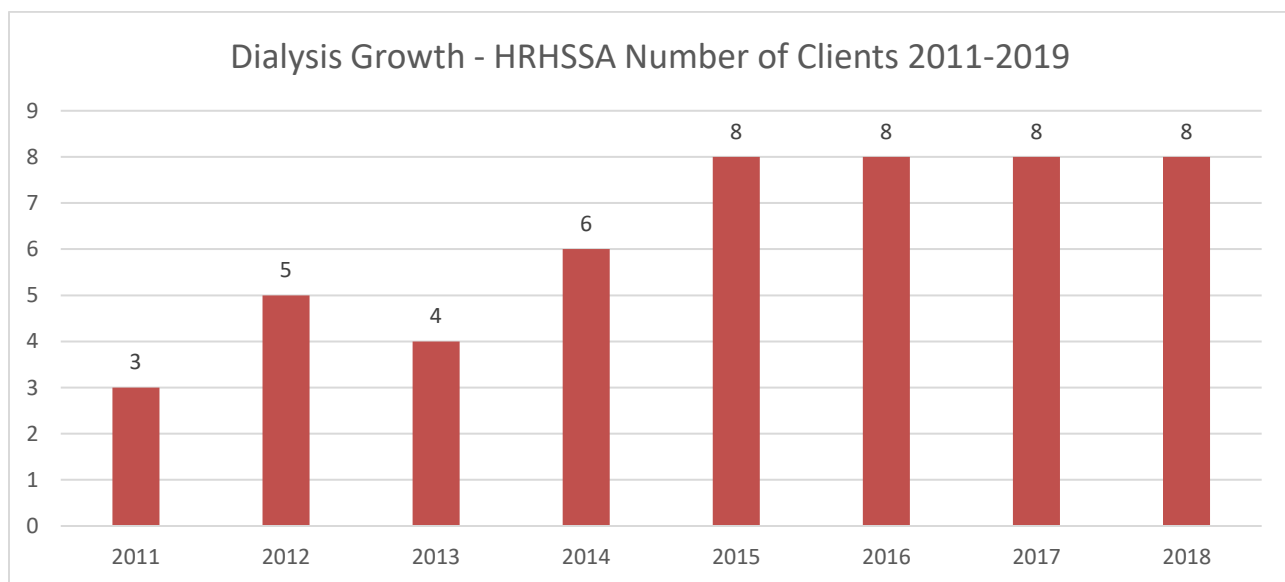


Dialysis Unit

The dialysis unit provides Hemodialysis services to Hay River and surrounding area.

Highlights of 2018/19

- Hemodialysis population is currently at full capacity with eight clients
- Nephrologist travel clinic every four months.
- Northern Alberta Renal Program contract ensures we have access to current policies and procedures, education and ensures best practices are maintained.
- Monthly venous access monitoring within the hemodialysis program using a transonic device.
- Two Registered Nurses completed the Northern Alberta Renal Program training
- Maintaining a highly trained complement of staff
- Assigning primary nurse roles for lead dialysis nurses.
- Improvements in Territorial Renal Program roles and responsibilities.



Engineering & Physical Services

Engineering Services is tasked to provide a functionally appropriate, safe and comfortable environment for clients, visitors and staff of the HRHSSA.

Responsibilities:

- Provide maintenance services to the HRHSSA facilities: HH Williams Hospital, Woodland Manor, Supportive Living Houses and Day Building, Medical Clinic Building, assets within the Gensen leased space and program maintenance to the Hay River Regional Health Center,
- Perform scheduled & preventive maintenance
- Perform regular inspections
- Execute direct request maintenance
- Provide seasonal grounds maintenance & snow removal / ice control
- Provide project management services
- Active HRHSSA representation on the off-site services relocation project.
- Active HRHSSA representative on the 48 Bed Long Term Care Project

Highlights of 2018/19

- new Woodland Manor Extension was completed and turned over the HRHSSA in July 2018
- Hay River High Rise fire taxed our resources to the max as we provided immediate care and comfort to over 100 displaced tenants.
- all stored files at HH Williams were moved to the old Medical Clinic - providing each department secure space
- a new cross walk across the Mackenzie Highway was installed
- the installation of two new sterilizers
- preliminary planning for a significant heating system upgrade to the older section of Woodland Manor
- assisted the staff in Fort Resolution with their move to the new Health Center in September 2018
- Authority participated in a mock aircraft disaster which included most of the local emergency service agencies

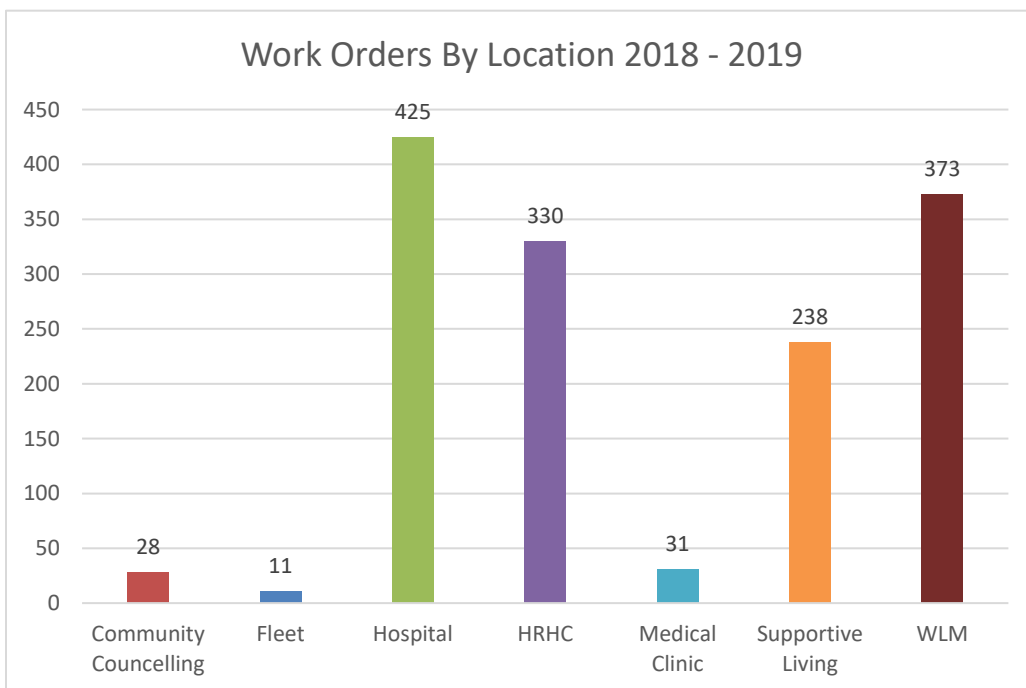
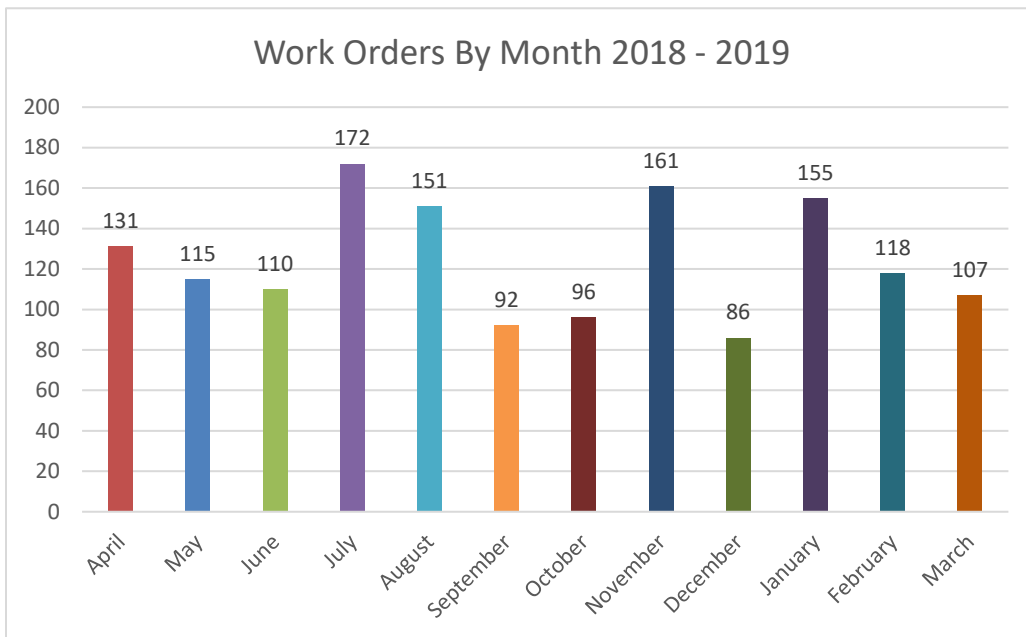
Our department has continued to work closely with the Department of Health and Social Services' Infrastructure Division on the development of a newly announced 48 bed Long Term Care facility and the off-site services relocation project.

Maintenance and Operations of HH Williams: As the closing date of HH Williams continues to be elusive, we have successfully continued to operate and maintain the facility on a minimal budget, although the facility is quite labour intensive.

Increased Territorial Involvement: Engineering Services has increased it's involvement with various territorial committees, including the Health Emergency Management Advisory Group, a working group for Territorial & Regional Maintenance, increased coordination with Stanton's Bi-Med Department and a new committee developed by Dept. of Health, Infrastructure Planning Division with goals to improve facility design.

Much of the work is generated by end user requests and an automatic Preventative Maintenance schedule via our computerized work order system. The following charts represent approximately 60% of our total work. Work not tracked by our CMS includes regular day to day services such as portering, snow removal, lawn and grounds maintenance, daily mechanical room inspections etc., and requests received in the form of emails, telephone calls, and face to face conversation.

Engineering & Physical Services Continued



Health Records / Electronic Medical Records (EMR)

Responsibilities:

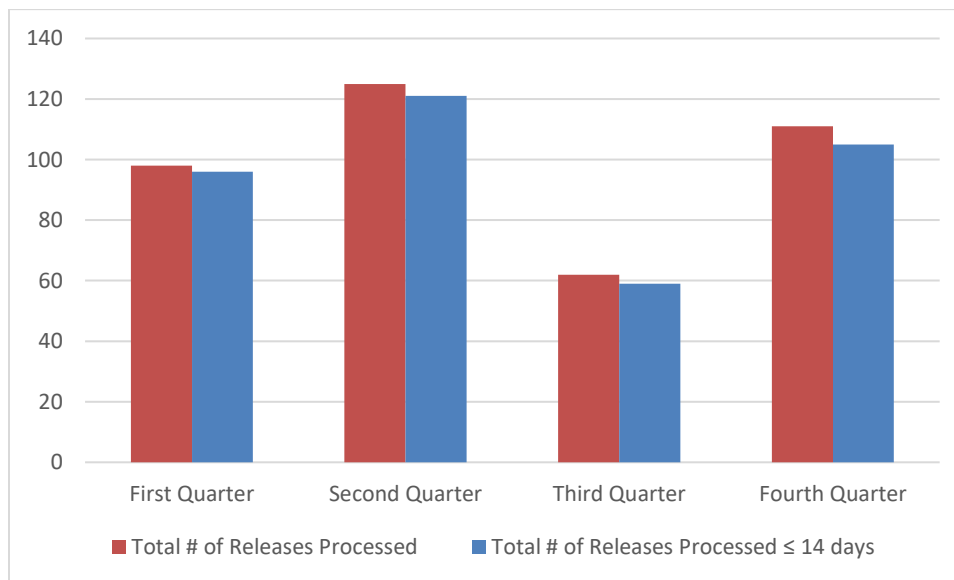
- Processing, Coding & Abstracting of inpatient \ outpatient records
- Processing the release of information to Lawyers, RCMP, Insurance Claims and other Institution where the patient is receiving care.
- Deals with the compilation of all reports and information generated in the health care of the client
- EMR puts patient records at the physicians' fingertips. "One patient, one record, one complete and integrated history."
- EMR team coordinates with Yellowknife office to facilitate training, data integrity and systems administration of the electronic medical record to new users across the entire territory.

Highlights for 2018/19

- Territorial Data Integrity Coordinator, Territorial EMR Administrator and Territorial EMR Educator are located in Hay River.
- EMR team has brought all communities in the Northwest Territories except for Lutselke and Paulatuk, onto the Wolf system.
- All deadlines were met for CIHI submissions one month ahead of schedule.
- ROI requests were processed ahead of allotted 45 days.
- iCORE data entry was brought up to date.

Release of Information Performance Indicator

	First Quarter	Second Quarter	Third Quarter	Fourth Quarter	Total
Total # of Releases Processed	98	125	62	111	396
Total # of Releases Processed ≤ 14 days	96	121	59	105	381



Healthy Family Program

The Hay River Health & Social Services Authority recognizes the importance of investing in children and families in our community and has delivered the Healthy Families Program since September of 2004. Our program strategies also compliment the mission, vision and goals set out by the Hay River Health & Social Services Authority.

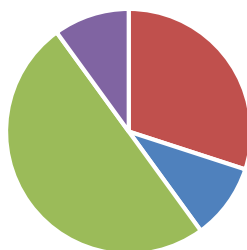
Healthy Families provides **prevention, support and educational** programming that is free, accessible and ongoing. Our mission is to build stronger and healthier children for the next generation to come.

Highlights of 2018/19

- **Prevention Programming:**
 - **Growing Great Kids (curriculum)** is a one to one program that is unique compared to Hay Rivers other early childhood programs as it focuses on working with parents and infants one to one as opposed to working in a social environment.
- **Supportive Programming:**
 - **Breastfeeding Support** is important, especially if the mother is having difficulty and deciding not to breastfeed.
 - **Moms, Boobs and Babies** is a program that originated in Yellowknife to help new mothers and mothers to be with breastfeeding support and skills. This year we hosted our 1st Breastfeeding Support Training in February and 20 parents/professionals successfully graduated and we are now a group that supports families in our community.
- **Educational Programming:**
 - **Collective Cooking** is group program where parents and children learn about nutrition, baby food making and basic cooking skills. Each class, families prepare a healthy meal to take home. Each week, families are also provided with a food hamper that include cheese, milk, bread and fresh produce.

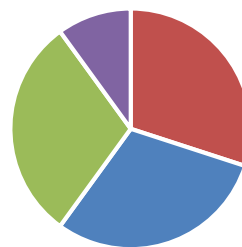
Record number of 90 families participated in the Healthy Family Program in 2018/2019 as opposed to the previous year of 60. We believe the increase was due to the support and partnerships formed with **Public Health, Social Services, Midwives, Specialty Clinic, and referrals from Emergency, Frontline Nurses, Doctors**. We also offer a Dads Workshop at **SMCC (South Mackenzie Correctional Centre)** for fathers who are returning to their children after incarceration. As a team, we have been working together a lot more this past year and look forward to the new working goals in the year to come.

Participation in Programs
2018/2019



■ Home Visiting ■ Breastfeeding Support
■ Collective Cooking ■ SMCC

Projected new Programs, Workflow
and Participation 2018/2019 Fiscal
Year



■ Home Visiting ■ Collective Cooking ■ Breastfeeding ■ SMCC

Home Care

HRHSSA Home Care works with people and communities to promote health, prevent illness and provides safe, quality health care services. Our services supplement but do not replace clients' efforts to care for themselves with the assistance of their family, friends and community.

Homecare not only works with the aging population, but also has a large wounds and postoperative client base. This program encompasses nurses, Home Support workers and a Foot Care nurse that deals with advanced lower leg assessments and care.

Advanced Foot Care nurses have completed an advanced nursing foot care program that supports the development of competencies for critical thinking and clinical judgement skills to provide safe and competent advanced nursing foot care. This program has a large educational component attached to it and works very closely with the Diabetes program and Home Care nurses in the area of prevention.

Highlights for 2018/19

- Home Support/Personal Support students from Aurora College in Yellowknife and Northern Lakes in High Level requesting to do their practicums in Hay River
- Palliative Care training has been attended by all Home Care staff and there will be ongoing updates and education on this topic
- Several palliative clients receive Home Care services at different stages of their condition with some choosing a home end of life experience and others wishing to go into care when they feel they cannot manage at home any longer
- InterRai project - this is a large Territorial wide project that is going to streamline assessments, documentations, referrals and standards across the continuum of care. The end product being an integrated service delivery model within the Northwest Territories
- Several educational conferences attended by staff. Some topics covered were palliative care, dementia, wound care, lower leg assessments, Elders in Motion, geriatric medicine, advanced wound and ostomy care
- Negative Pressure Wound therapy (Wound Vacs) training attended by 2 staff in Edmonton
- Staff attended Health Fairs in Hay River and on the Hay River Reserve
- 1,636 total meals delivered by the Meals on Wheels Program

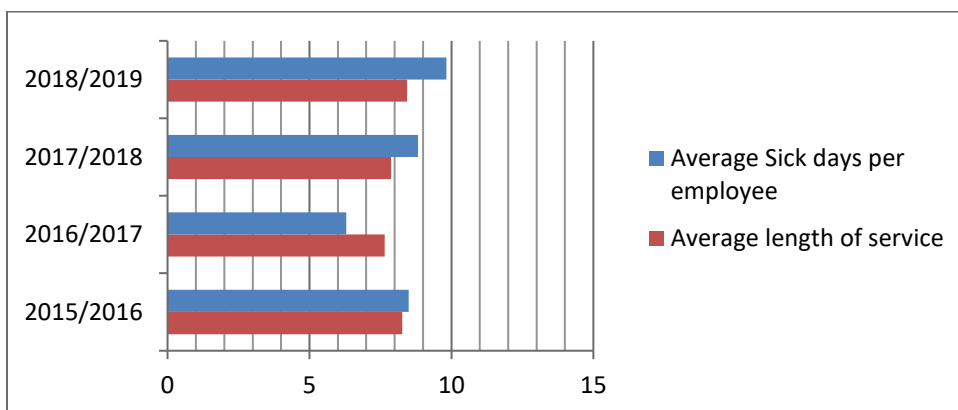
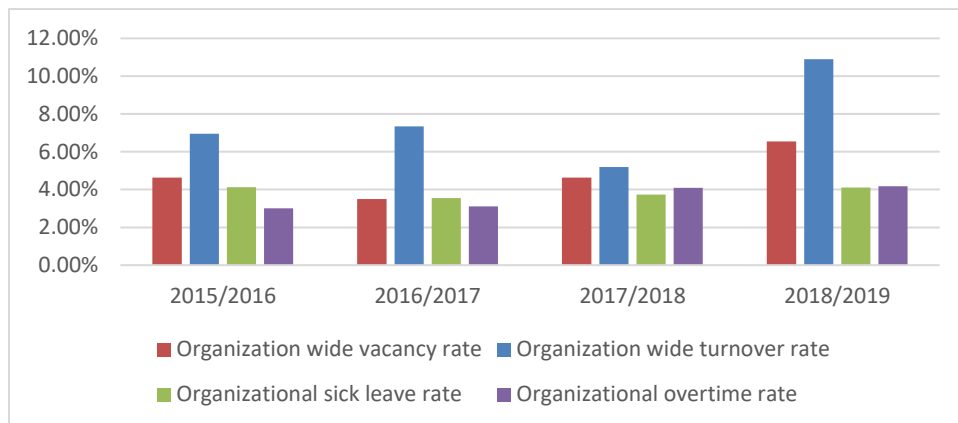
	2017-2018	2018-2019
New Referrals	37	33
Discharges	11	22
Admissions	36	36
Acute post hospital	14	12
Total # Home Care clients (excluding Foot Care clients)	141	120
Total amount of client service time	3680.85	4378.90

Human Resources

The Human Resources (HR) department's key areas of responsibility include recruitment, selection, position administration/job evaluation, HR planning, orientation, labour relations, collective bargaining, pay, benefits, staff service recognition (long service awards, staff appreciation), return to work/stay at work program, performance management, HR policies administration, employee wellness & attendance management.

Highlights for 2018/19

- Successful year of Return to Work/Stay at Work programs
- Extremely busy year with recruitment, selection and onboarding
- Pension Solvency continuing to improve
- Revamp of HRHSSA Newsletter to a monthly newsletter
- "Kudo's" Initiative on SharePoint
- Conducted Employee Satisfaction Survey



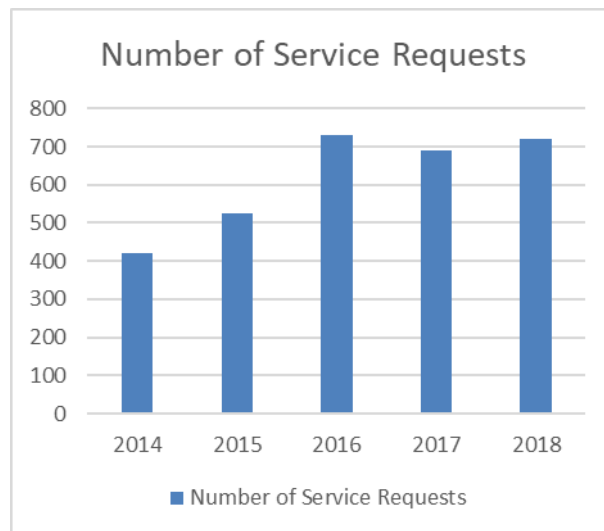
Information and Communications Technology

The Department provides Information and Communications Technology (ICT) Services for HRHSSA staff and clients.

Highlights for 2018/19

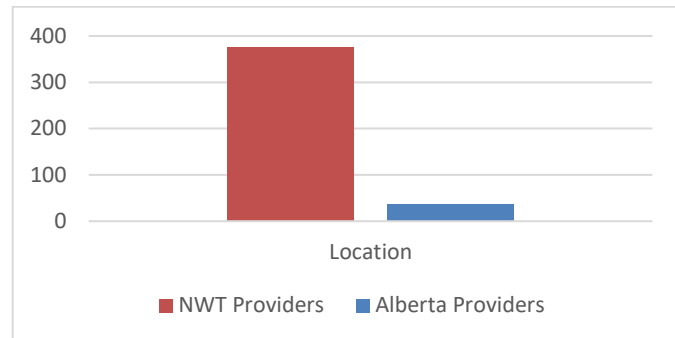
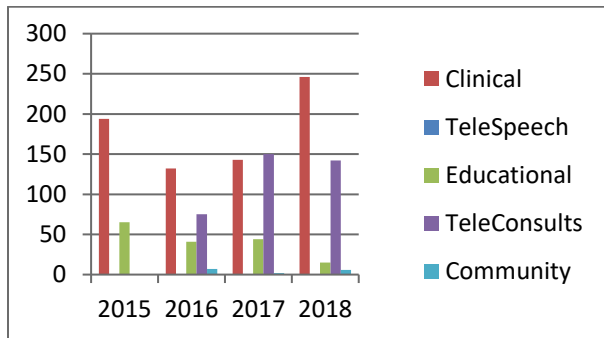
- Assisted with a Diagnostic Imaging PACS (Picture Archiving and Communications System) upgrade
- Assisted with a Mitel Phone system upgrade at the Regional Health Centre
- Coordinated an upgrade and modifications to our Nurse Call System within the Regional Health Centre
- Provided assistance with the operationalization of the new 9 Bed Long Term Care expansion at Woodland Manor (Desktop PC's, Wi-Fi, Satellite TV, etc.)
- Currently 60% of PC's have been upgraded and/or migrated to Windows 10
- Participation with Territorial Health Care transition to one Authority
- Continuing support for the French Language Active Offer program
- Maximize network IT systems availability - Average of 99.98% uptime for major systems
- Maximize the telephone system availability – no major issues affected system availability.
- Design, install, configure and operationalize the Client Wi-Fi system at the Long Term Care facility (Woodland Manor)

Information Technology Service Request Tickets



Information and Communications Technology Continued

Telehealth sessions



Provision of Language Services

To ensure the provision of the Health and Social Services programs offered are in compliance with Language Services provisions as required under the Official Languages Act of the Northwest Territories.

Highlights of 2018/19

- Signs at entry points, main reception
- Personal greetings by frontline staff
- Bilingual voice messages and email signatures
- Bilingual Forms
- French Language promotion completed regularly
- Active Offer training delivered at every staff orientation
- Health promotion completed through the French Schools and the French Association
- Implementation and continued support for the French Language Active Offer program

Goals Achieved for 2018/19

Increased capacity to deliver French Language services to the public in accordance with the NWT Official Language Act and related Official Languages Policies and Guidelines.

French Counselling Services - Our counselling program is now available to offer counselling in French via Telehealth for our French clients requesting the service.

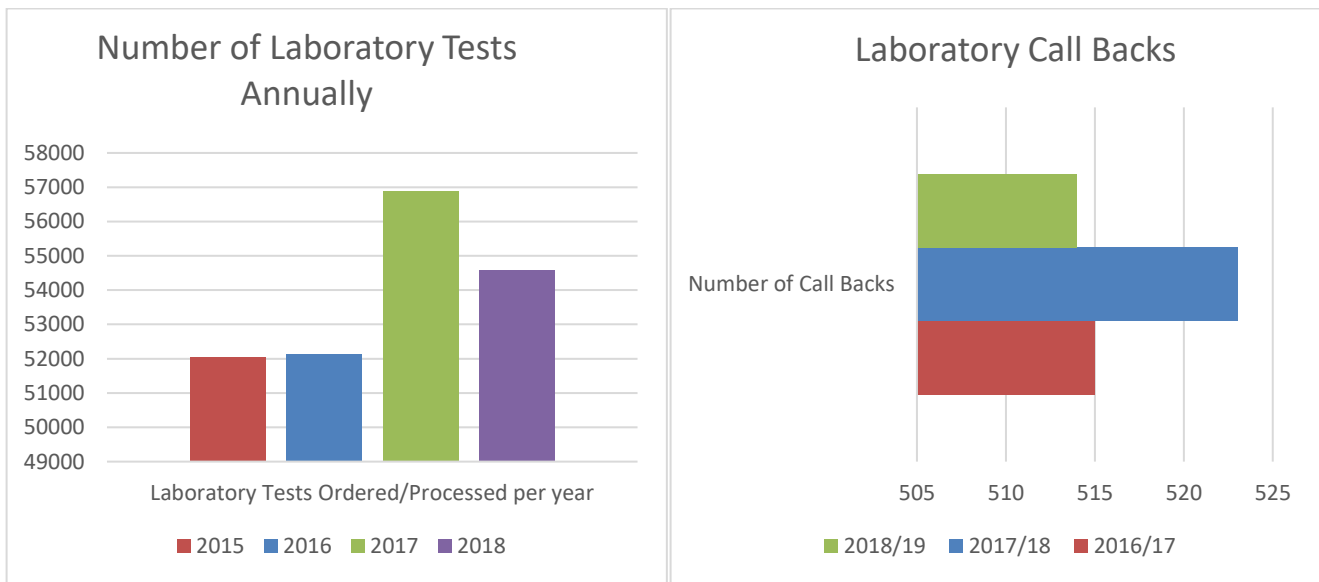
Improved partnerships within the community.

Laboratory

The 24 hour Laboratory Services include: specimen collections, referral and analysis of specimens collected as well as receipt and analysis of offsite collections. The Laboratory ensures the quality of results that are delivered efficiently to the practitioners. The Laboratory technicians liaise with practitioners to ensure the best client care.

Highlights of 2018/19

- Full time staff member recruited to fill vacancy
- Moving toward standardization of policies/procedures with NTHSSA
- Staff licensure/continued education current
- Territorial Client Satisfaction survey completed



❖ Please note, the Laboratory was closed most of April 2017 due to staffing shortages.

Long Term Care Services

Long Term Care (LTC) services provide care to 23 Long Term Care Residents and 2 Respite clients at Woodland Manor. Long Term Care is a home based health care facility for adults who require access to 24 hour nursing care, for their safety and well-being. Services include professional nursing care, regular physician rounds, rehabilitation, home care services, dietary, pharmacy, pastoral care, foot care, personal support services, and recreational support. The LTC residents range in age from 36-96 years of age.

Highlights for 2018/19

- 89% occupancy rate, 8 on LTC placement waitlist with TAC committee as of April 2019
- 67% occupancy rate for Respite Care, no waitlist as of April 2019
- Two LTC beds dedicated to Respite Care
- Resident and Family Surveys completed
- Staff Surveys completed
- Alcohol and Cannabis Policy—working with Quality team—Legal review
- 48 Bed LTC Face to Face meeting with consultants developing the Operational Plan, as well Staffing meeting teleconferences for 48 bed LTC facility
- Falls Prevention Program guidelines implemented for all LTC residents
- Elks and Seniors Society donations for resident Christmas gifts
- Activities/ Outings: to the beach, falls, track and field, Kakisa day trip, Hay River Museum, Enterprise Jamboree, Mother's day tea, Father's day barbecue, Ice Cream Shop over summer months, Cook outs, Volunteer Appreciation tea and party in recognition of International Day of Older Person
- Opening of expansion at Woodland Manor - move in date August 13/2018, grand opening October 5th
- Bi Monthly Resident and Family Council Meetings
- Fundraising included recycling (\$555) and bake sale and auction (\$918)

Training:

- Pallium Leap Core training, 11 LTC staff attending
- NVCI- nonviolent crisis intervention- 22 staff attended
- Mental Health First Aid class with two LTC staff attending- 5 staff attended
- CPR recertification- 25 staff attended
- Pallium Leap Core- 11 staff attended
- Two staff members completed a 5 week online course through University of Victoria—Canadian Falls Prevention Curriculum
- Employee Family Assistance Program training for Managers and front line staff
- Art of Managing Conflict in-service Shepell

Long Term Care Services Continued

Indicator	Number during reporting period April 2018-March 2019	Percentage based on total residents in care
Nosocomial Infections		
UTI (urinary tract infections)	11	4.4%
Pneumonia/chest	3	1.2%
Skin—cellulitis, cyst, toe	3	1.2%
Eye/ear	2	0.8%
Pressure ulcers	2	0.8%
Physical restraints—reverse seatbelt	1	0.4%
Falls		
Severity 0-1, near miss/no harm	7	2.8%
Severity 2-temporary/minor harm	1	0.4%
Severity 3-permanent harm/damage	1	0.4%

Mammography

The Mammography department provides Breast Screening Imaging to women, 40 and over. The program provides services to the women within the 13 communities of the South Great Slave Lake area. The digital mammography images are reported by offsite radiologists at the Mayfair Radiology group in Calgary.

Highlights for 2018/19

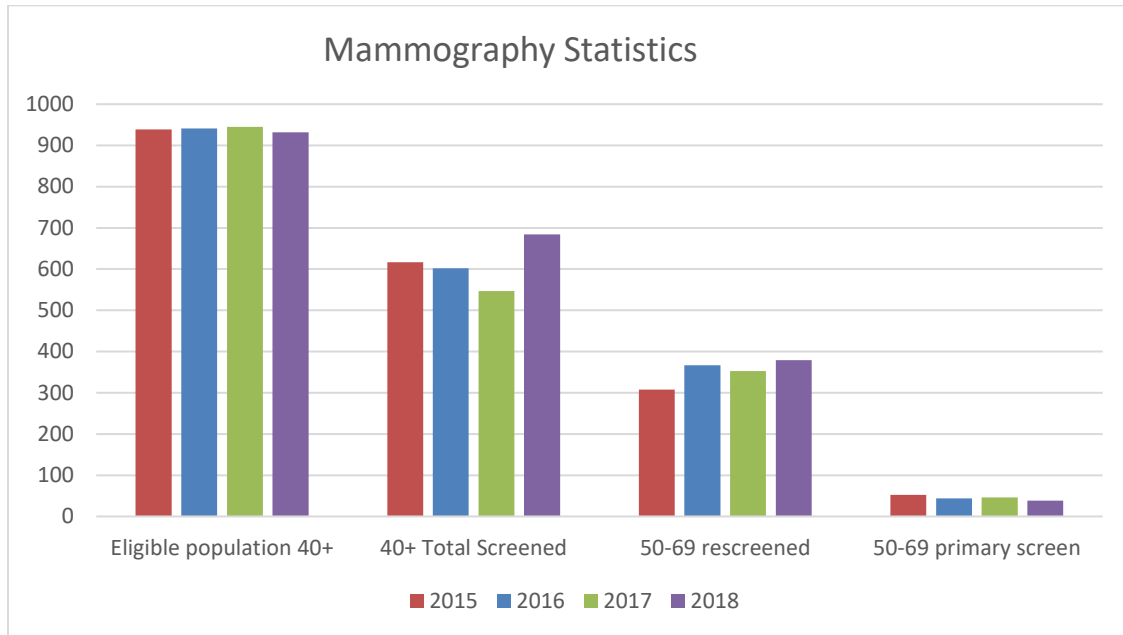
- We have a local Technologist providing Mammography services, increasing our flexibility to provide clinics and reducing operating costs.
- We are in partnership with the Canadian Breast Cancer Foundation to provide information pamphlets and breast health guides to the women of the South Slave
- Bra Art Calendars sent to winners and random Breast Screening Program participants in the South Slave area
- The process to become an Accredited Mammography Program is underway
- We were able to have an information tables at the Adult Health Fair in Hay River, Enterprise and Fort Resolution to give information to clients about the program. Many of the other Community Health Fair dates conflicted with Mammography Clinics and we were unable to attend.

EXAMS COMPLETED

Exam Units Completed	10/11	11/12	12/13	13/14	14/15	15/16	16/17	17/18
Examinations Completed	644	569	522	573	678	594	585	548
Patient Education	8730	7170	7830	10125	10170	8790	9015	8175
Exam Units	45019	44705	46640	53035	62870	59340	58955	55475

- The numbers calculated above are based on the Workload Measurement System Manual for Diagnostic Imaging Services and confirmed with the Breast Screening Program in Yellowknife prior to use.

Mammography Continued



Materials Management Services

The Materials Management Department provides supply chain management services to management and staff of the Authority. Services include: sourcing, purchasing, leasing, shipping and receiving, travel and accommodation arrangements, inventory management, contract management, assets management and many other related services.

Highlights of 2018/19

- Completed acceptance and delivery of furniture, fixtures and equipment for Woodland Manor expansion.
- Reviewing and clean-up of duplicate or similar items/supplies in stock and in the Ormed/Virtuo system resulting in cost savings and space saving.
- Associated with the clean-up of items/supplies we are also reviewing and removing obsolete or unnecessary items/supplies from stock and from in the Ormed/Virtuo system.
- As a result of the clean-up we are able to review/maintain our usage quota for our required min/max quantity amounts, as well as identifying additional items/supplies that have expiry dates we need to be aware of that may have been previously missed.
- We have secured better pricing on many supplies by utilizing the option to piggy-back onto Stanton-NTHSSA's SOA's and agreements.
- We have secured better pricing on many supplies due to Territorial Wide Agreements implemented by Stanton-NTHSSA.
- We have continued with the Recycling initiative that was established to reuse supplies and equipment that were not being used in other departments. This green initiative has provided huge savings to the HRHSSA over the past four years and we will continue with this initiative provided we have storage space.
- Implemented monthly review of the Contract Spreadsheet, Files and Contract PO's to ensure all contracts/agreements are valid and up to date.
- Implemented monthly tracking systems for Travel, this shows us the number of Travel Requisitions received, type of Travel Requisitions received, number of change requests received, as well as number of hours spent on travel within the department.
- Implementing a new Asset Tagging System as part of a Bio-Medical initiative.

	2017/2018	2018/2019	% Increase or Decrease
Visa Requisitions	211	342	62.08 %
Purchase Orders	1575	1522	-3.36%
Travel Requisitions	373	384	3.48%

Medical Device Reprocessing

The Medical Device Reprocessing department identifies, inspects and reprocess' (decontaminate/sterilize) reusable medical and patient care equipment in accordance with recognized standards as well as the philosophy and objectives of the Hay River Health and Social Services Authority (HRHSSA) to ensure that medical professionals have equipment necessary to diagnose, treat and manage disease in a condition that ensures efficient use and patient safety. The unit provides services to all in-patient units, the Operating Room, the Medical Clinic, Diagnostic units, Rehab services and offsite clinics including Public Health and Home Care. As well, the unit distributes a wide variety of instruments and supplies to various users.

Highlights for 2018/19

- Supporting other departments through efficient ordering, cleaning and sterilization of supplies and equipment.
- Reorganization of stock within the departments to improve efficiency.
- Improving processes and workflows to ensure maintenance of cleaning and sterilization standards.
- Improving ordering and stocking processes to maintain adequate stock and supplies.

	2018/19	2017/18
Washer Loads	472	327
Sterilizer Loads	309	556
Colonoscopy Equipment	97	33
Gastroscopy Equipment	30	6
Dental Equipment	111	116

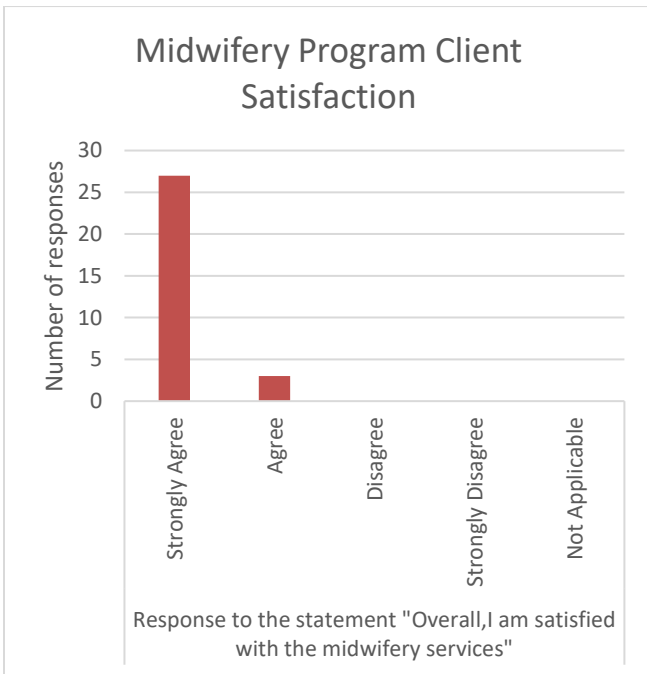
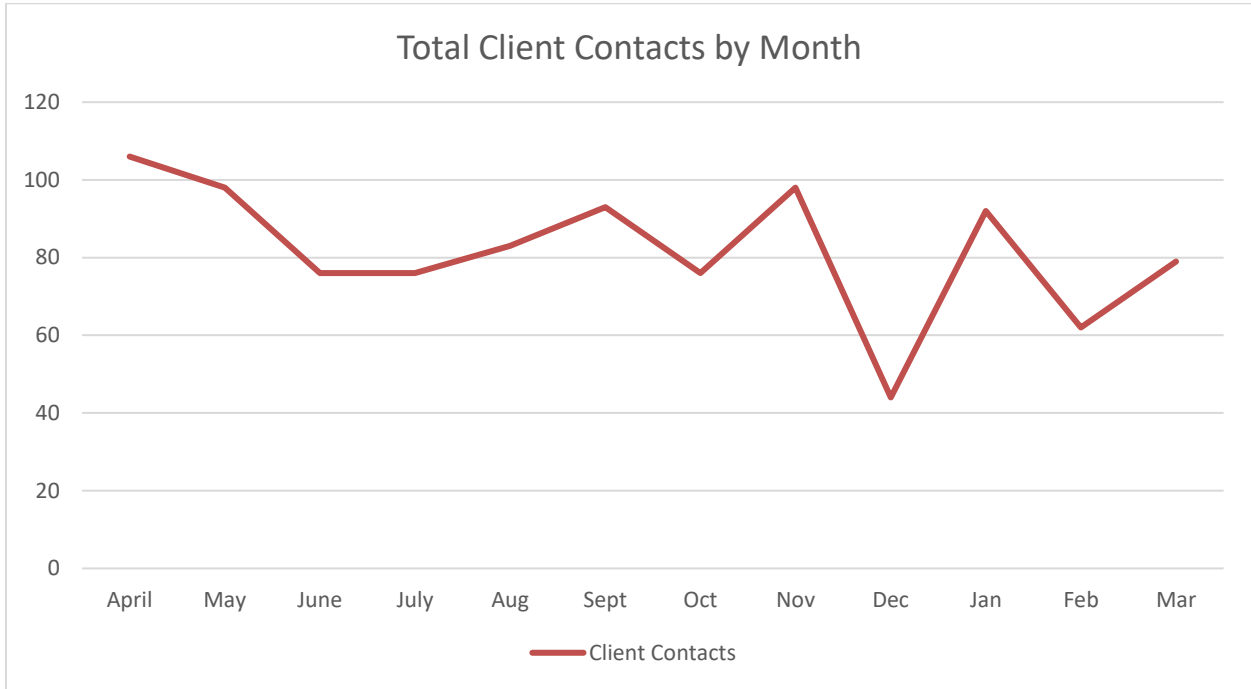
Midwifery Services

Hay River Midwifery Services provides primary maternal and newborn care to women who are currently pregnant or planning a pregnancy. Services include preconception counselling, prenatal care and education, counselling for unplanned pregnancy, facilitation of access to abortion services, labour and birth in Hay River, postpartum care for up to a year after birth, and care for newborns for the first 6 weeks of life. A decision to birth in Hay River is made collaboratively with the client, midwives and a consulting obstetrician and is based on informed choice and consideration of risk factors.

The midwives work collaboratively with the family physicians, nurse practitioners, acute care and public health nurses. Clients with specific health concerns that are outside of the midwives' scope of practice may be cared for by the midwives in consultation with either an obstetrician or family physician or nurse practitioner in the community. Hay River Midwifery program staff includes two full time midwives and a part time administrative assistant.

Highlights for 2018/19

- Prenatal Education sessions offered in May and June
- NWT Advisory Committee on Midwifery has submitted updated Continuing Competence Program and Code of Ethics for Midwives for approval by the Minister
- Locum coverage helped midwives take annual leave in March/April and October/November, and to attend Territorial Midwifery Expansion Working Group meetings in Yellowknife in April and professional development at Stanton in November/December
- Midwifery started offering a monthly clinic at the Anne Buggins Wellness Centre on the Hay River Reserve
- Work towards Baby Friendly Initiative status began in the form of an interdepartmental working group with Midwifery, Healthy Families, and Public Health and Heather sitting on the Territorial Infant Feeding Working Group
- HRHSSA hosted a Breastfeeding Conference that was attended by mothers, health care providers, healthy family workers, and other health care staff from across the territory
- Midwives continue to provide Neonatal Resuscitation training (NRP) and second attendant training to nursing staff
- Midwives spent one week each doing shifts at Stanton to increase knowledge of hospital operations and improve birth numbers and gain some experience performing ultrasounds
- Regular Maternity Care Committee meetings with obstetrician Dr. Bing Guthrie ongoing
- Territorial Advisory Committee on Midwifery updated Continuing Competence Program and Code of Ethics for Midwives submitted to DHSS for approval

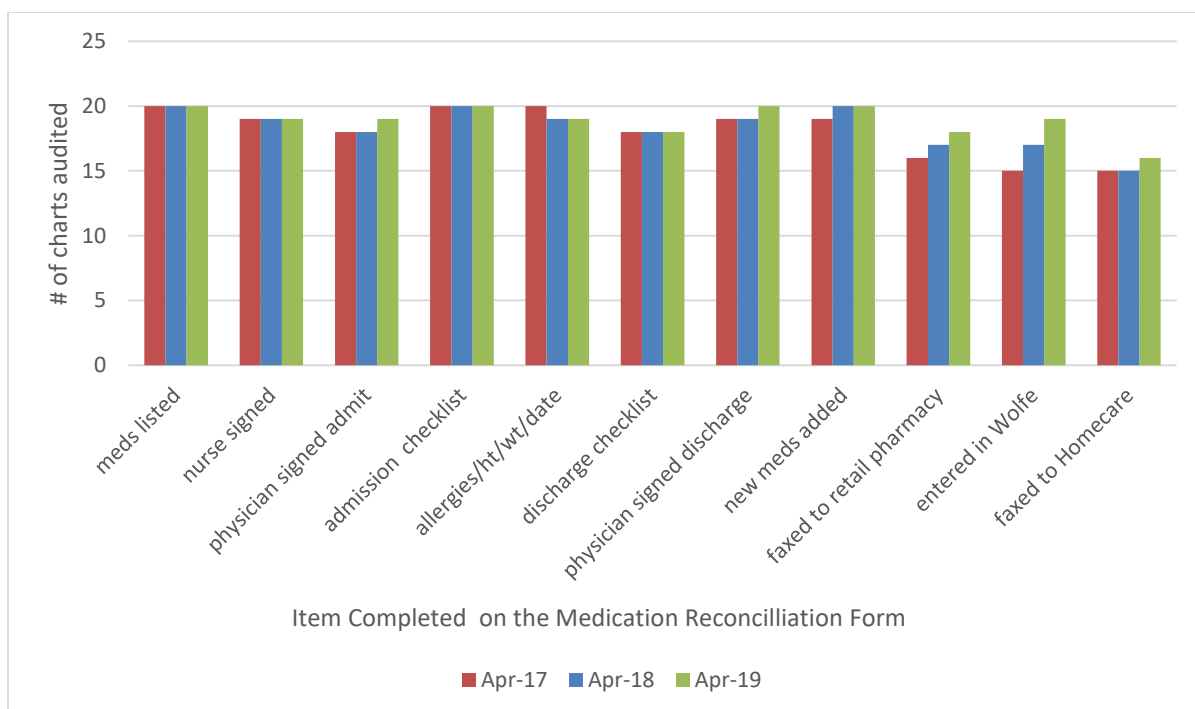


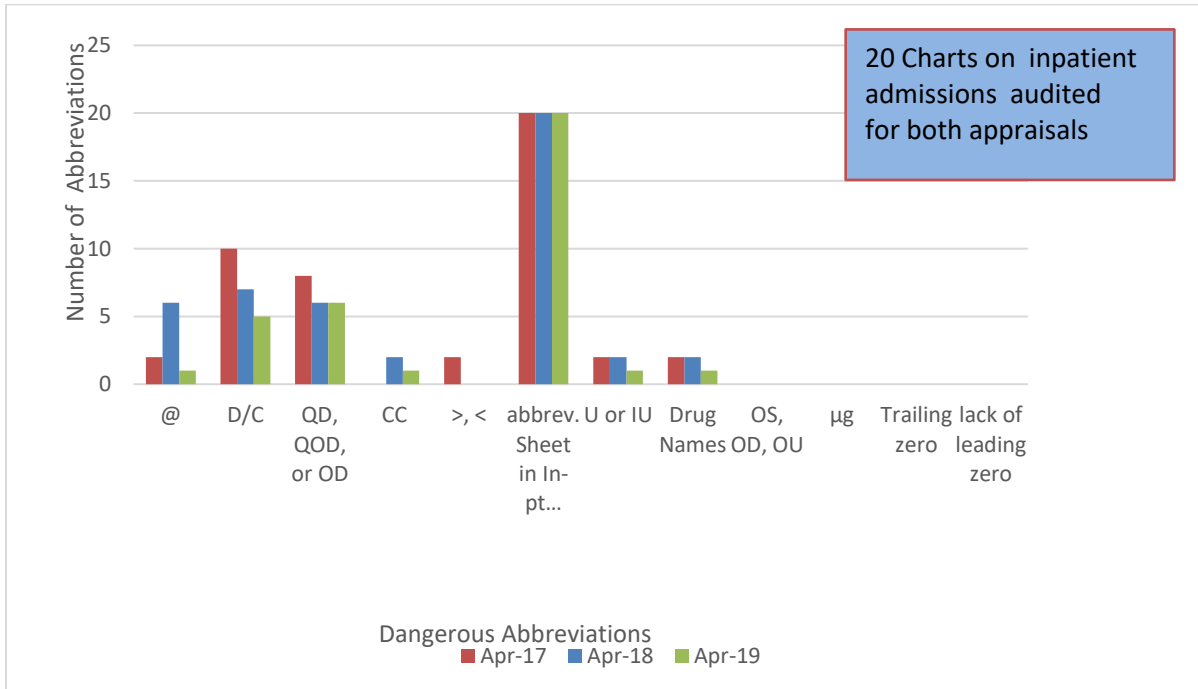
Pharmacy

The Pharmacy Department is responsible to implement and maintain policies and procedures that meet the national standards for medication management within HRHSSA as set out by Accreditation Canada; to ensure that there is an adequate supply of all medications available within HRHSSA and to monitor these medications for safety, expiry date and proper use; and to provide pharmaceutical clinical support to all areas of HRHSSA that will help insure enhanced client care and safety as an integral part of our health care team.

Highlights for 2018/19

- Pharmacist represents HRHSSA on all local and territorial pharmacy related committees including NWT Pharmacy and Therapeutics Committee and NTHSSA Medication Management Accreditation. There is an increased cooperation between our pharmacy department and the other territorial pharmacy areas to insure that we have best practice policies and guidelines for medication concerns. These committees are also actively working with the NWT Department of Health to insure that we keep up to date with the increased scope of practice that pharmacists across Canada are acquiring to insure the continued best use of their pharmaceutical role in the team approach to patient care.
- Pharmacist actively monitors and insures that the medication needs are met for all of the departments in HRHSSA including community support beds, emergency room, ambulatory care, dialysis, public health, homecare, long term care and medical clinic.
- Pharmacist continues to lead the team on various accreditation required operational practices such as Antimicrobial Stewardship, Medication Reconciliation and VTE prophylaxis protocols that are an integral part of each acute care admission. Each of these has proven to increase the quality and safety of our patient care.
- Hospital pharmacist has a very active role, along with acute care, home care and retail pharmacy for patient medication discharge planning, which involves providing medication counseling and ensuring that the patient receives the correct prescriptions in a timely manner upon discharge from acute care. This has led to improved safe medication use and compliance from our clients.





Quality Improvement and Risk Management

This department is responsible for the overall planning, development and facilitating of an integrated quality management program for HRHSSA including integrating risk management, accreditation, complaint management, interdisciplinary program standards, organization wide quality improvement initiatives, and the measurement evaluation and assessment of quality initiatives. Territorially Quality, Risk Management has been involved in the implementation of an incident reporting system, active member of the patient safety working group and EMR privacy working group.

The Manager of Quality Improvement and Risk Management is responsible for ensuring the goals of the Risk Management Programs and Quality Improvement Framework are coordinated to support the mission, vision, values, and strategic priorities of the organization

Highlights for 2018/19

- Implementation of an upgraded Incident Reporting system
- Accreditation Teams established for 11 selected Standards, self-assessments completed for each Standard, action plans created from each self-assessment and survey instruments on worklife pulse and patient safety carried out
- Medical Clinic referral process updated
- Supported work on the organizational Strategic Plan
- Indicatory Dashboard model selected
- Occupational Health & Safety Regulation assessment for compliance started
- 50 Investigations completed
- 446 incidents reported during the fiscal year

Incident Reports Reported 2018 – 2019	
Safety/Security/Conduct	133
Medication/ Fluid Error	117
Fall	52
Care/Service Coordination	37
Employee General Incident	26
Diagnostic Test	20
ID/Documentation/Consent	18
Environment	16
Complaint	8
Infection Control	6
Skin/Tissue	4
Diagnosis/Treatment	3
Lab Specimen Test	3
Surgery/Procedure	1
Adverse Drug Reaction	1
Maternal/Childbirth	1

Rehabilitation Services

The HRHSSA Rehabilitation Services provides Occupational Therapy, Physiotherapy, and Speech-Language Pathology Services to all ages in the Hay River area, which also includes the Hay River Reserve, Enterprise and Kakisa. In addition, PT and OT services are provided to the community of Fort Resolution.

Occupational Therapy (OT): Two full-time Occupational Therapists work in the authority. OTs work with people of any age to promote health, prevent disability, and develop or maintain abilities. Occupation refers to the activities and tasks of daily life that add value and meaning to a persons life. Occupations can include self-care (i.e. personal care, mobility), leisure (i.e. social activities, sports), and productivity (play, school, employment, home making).

Physiotherapy (PT): Two full-time Physiotherapists are employed in the authority. Physiotherapists help to manage and prevent a number of physical problems that may have been caused by illness, disease, sport or work-related injury, aging or long periods of inactivity (i.e. post-surgery). PTs are skilled in the assessment and management of conditions that affect musculoskeletal, circulatory, respiratory, and nervous systems.

Speech-Language Pathology (SLP): One full-time Speech-Language Pathologist (is employed at HRHSSA. An SLP is a communication specialist, who is trained to prevent, diagnose, and treat speech, language, voice, fluency, and swallowing disorders. An SLP provides assessment, treatment, and consultation for children and adults, for the following areas of communication: receptive and expressive language, articulation, apraxia (motor programming), dysarthria (motor speech), stuttering, voice, swallowing, and augmentative & alternative communication.

The SLP program utilizes a half-time **Pediatric Rehabilitation Aide (PRA)**. Majority of this position's duties are to carry out the therapy plans for children in the school. Therapy plans are set forth by the SLP. When not working with children, the PRA carries out duties such as preparation of materials and maintenance of records.

The Rehabilitation Department also has a full-time **Rehabilitation Assistant (RA)**. This RA works with both the PTs and OTs: implementing and supporting the assigned interventions set out by the therapists, maintaining treatment areas, equipment and supplies, and also assisting in completing funding applications and billing procedures for client equipment.

Highlights for 2018/19

- Successful recruitment of Physiotherapist in December.
- Continue to recruit for an Occupational Therapist.
- Actively engaged in Territorial Rehab meetings; working on policy, accreditation and standardization of services
- Quarterly visits to Fort. Resolution for Physio and OT clients
- SLP and OT visits to Kakisa providing services to the school
- SLP/OT participated in Kindergarten screening in collaboration with Public Health. This helps to identify children before school entry that need services and support.
- OT continues to support ECE self-regulation in the schools by participating with the teachers to implement strategies into the classrooms
- Ongoing training of Pediatric Rehab Aide in delivery of speech therapy
- Regular multidisciplinary rounds with LTC, acute care and case conferencing
- Staff participated in various training opportunities throughout the year including Compassion Fatigue; CPR; Back Injury prevention and Supervisor safety training

Social Services

In accordance with the GNWT Child and Family Services Act of the NWT, Social Service provides Child Protection Services to an area including Hay River, West Point First Nation, Katlodeeche First Nation and Enterprise. This Department is also responsible for providing community based Social Service programs which include: services to the elderly, disabled and advocacy.

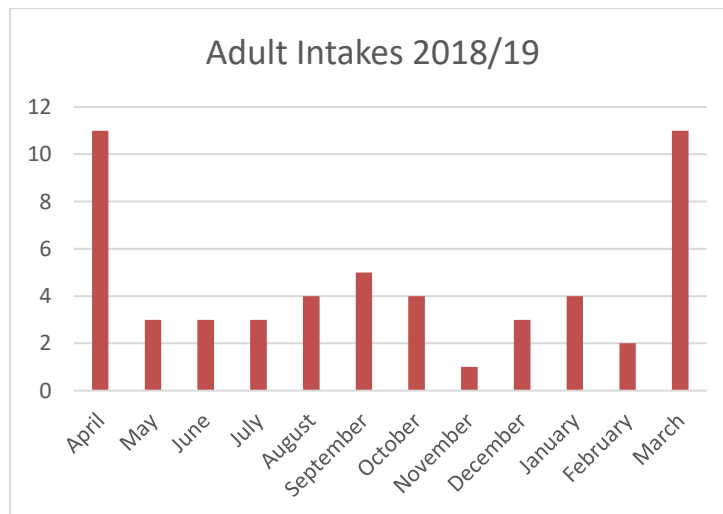
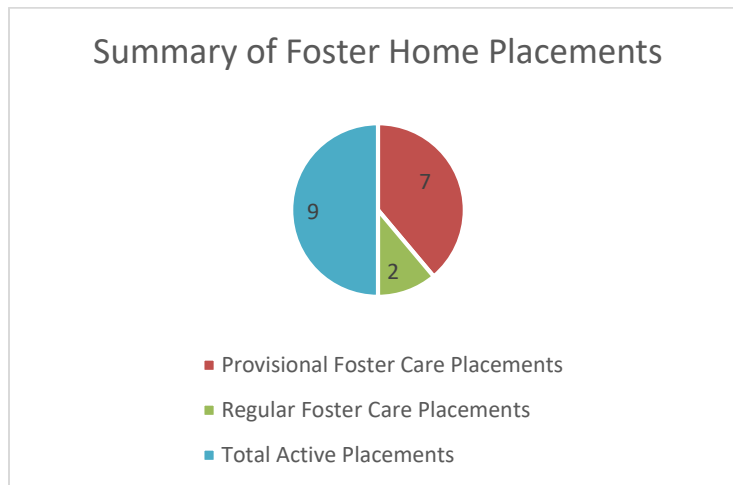
This Department consists of (4) full time Child Protection Workers, (1) Coordinator Foster Care, Adult Services and Adoption oversees the Foster Care Program, support and coordination services to adult clients requiring specialized placement and the adoption services, (1) Supervisor and (1) Director of Social Programs. Child Protection Workers are responsible for providing a continuum of care for children in need of protection from abuse, harm and neglect. Workers are also responsible for providing other child & family service programs designed to provide support to families and youth. All programs operate using the principles that decisions are made in the "best interest of the child".

Highlights for 2018/19

- Since Extended Support Service Agreement is being offered through Child & Family Services we have had several youth receive benefit from this program and thriving with these additional supports that were previously not available as CPW now may extend support services for young adults who were youth in permanent custody of the Director of CFS when they attain the age of majority until they reach the age of 23 years to ensure youth in permanent care receive the assistance they need to transition out of care to be successful as adults.
- NTHSSA monthly Quality Review reports for Hay River Social Services has shown a significant improvement since the month of January, 2019 and this trend will continue as the workers and Supervisor are capturing-approving their work in a timely manner that is also in compliance with the DHSS Standards in practice.
- Social Work Month, the Social Services department celebrated with some of the families they serve and celebrated by watching the Instant Family movie at the Hay River movie theatre with lunch and snacks provided. The movie depicted the realities faced by the biological, foster and adoptive families. As well as, showcasing the role we carry as social workers. This event was sponsored by the GNWT Health and Social Services department in collaboration with the Hay River Health and Social Services Authority.
- Project on the recommendations of the Privacy Commissioner was completed successfully and the archive files now have been stored in a secure place. There was also audit completed on both archive and active files inventory. Two separate binders for this inventory have been created as Archive file audit will be completed on a yearly basis with the active files inventory audit on quarterly basis to keep track of this inventory in these binders as a record. A Record Management Policy was also developed and approved by the CEO.
- As a Strategic goal to ensure quality reviews for Foster Homes in Hay River achieve and maintain an overall complacency rating of over 90%. Hay River Social Services initiated the Quality Review to ensure that the overall score for meeting Foster Home standards is 90% or over within Hay River by the Fall 2019.
- Social services staffing has been increased as the Department approved funding for an additional Social Worker, which has been filled.

Social Services Continued

- On March 15, 2019 HRHSSA, Social Services Department after learning that Mackenzie Place highrise was on fire and that all tenants had been evacuated and the gathering point for supports would be the Hay River Recreation Centre, Community Social Workers attended the Recreation Centre and began providing the supports such as :Registration (following the late afternoon of March 15, 2019 as the Hay River Town staff completed the first several hours of registration), arranging and providing food (including meals and baby formula) for the evacuees, arranging accommodation for those displaced, keeping registration up to date of those receiving emergency accommodation, Coordinating transportation for those requiring this service to get to their accommodation, Connecting evacuees with Victim Services, Referred evacuees to the Income Support office during their emergency hours to apply for assistance.



Support Services

- Support Services – Food Services, Housekeeping and Laundry
- Our main dietary purpose is to support and enhance the quality of care by providing healthy nutritious food in a safe, clean and comfortable environment
- Our main Laundry focus is to provide clean laundry on a daily basis to our residents and also to the nursing staff for resident care
- Our housekeeping focus is to maintain a clean, infection controlled facility that provides a safe environment for residents, patients, staff and the public.

Highlights for 2018/19

- Currently Housekeeping Department supports the following sites: Woodland Manor, Supportive Living Program, Harry Camsell School, the Gensen Building and Hay River Regional Health Center
- Works closely with WSCC to improve the occupational safety of our laundry department
- This included purchasing new bin lifts and scheduling a consultation for BIPP training (back injury prevention program) for laundry staff.
- Implemented audits in housekeeping to ensure we are meeting all infection control best practices
- Dietary has continued to provide seasonal menus at the Regional Health Centre to be more pleasing to patients and staff
- Menus for long-term care have been reviewed and rewritten with consultation from residents and families. New items have been added to ensure that our menu is more inclusive for those residents on therapeutic diets, particularly renal and diabetic diets
- Maintained operational requirements for residents and clients while also providing three meals per day (approximately 820 meals total) to High Rise Evacuees over a 10-day period
- Collaborated with various Health Authority committees such as the Wellness Committee to provide cookies for their Candy-gram event, and the Social Committee to provide lunch vouchers for a member each month
- Moved into the new Woodland Manor expansion relatively seamlessly from both a dietary and housekeeping perspective

Dietary Workload Statistics 2018-2019

<u>18/19</u>	April	May	June	July	August	Sept.	Oct	Nov	Dec	Jan	Feb	Mar
Patient Meals	2665	2587	2587	2256	2604	2505	2648	2372	2316	2633	2566	2611
Non Patient	1385.1	1653.57	1969.2	1571	1542.3	1715.4	2023.9	2108.2	1467.6	1752.3	1988.8	1939.8
Total Meals	4051	4240.6	4556.2	3826.6	4146.3	4220.4	4671.9	4480.3	3783.6	4385.3	4554.7	4550.8
Total Expenses	80088	92842	89271	75091	63929	89030	92452	87465	99225	94504	85353	
Total Cost Per Meal	19.78	21.90	19.60	19.62	15.42	21.10	19.79	19.52	26.23	21.55	18.74	

In the 2018/2019 fiscal year, the dietary department served 51,467 meals to residents and patients. That is an increase of 800 meals compared to last year. This number does not take into account the thousands of meals served in the cafeteria at Hay River Regional Health Centre, the meals served to the Mackenzie Place high-rise evacuees, numerous catering that the kitchen has produced or meals for families in long term care.

Our cost per meal has been reduced significantly from last year. Based on April 2018 - March 2019, the total cost per meal decreased from \$29.59 in 18/19 to \$18.32. This reduction is likely due to the kitchen producing more meals over the same amount of time, with the same number of staff as required, based on the census in acute care and long-term care. This data may change once the expenses and revenues are finalized for April 2019, but it is not anticipated to significantly affect the average meal cost.

18/19	April	May	June	July	August	Sept.	October	Nov.	Dec.	Jan.	Feb.	Mar	Total
Regular	7917	7806	5145	5065	5705	5045	6027	5065	5330	6351	5535	5063	70054
Client	300	305	200	300	320								1425
WLM	1170	1165	2125	2985	2200	1590	2140	2170	2015	2241	2050	2351	24202
Rinsing	630	657	655	565	750	480	725	725	810	940	750	560	8247
Total	10017	9933	8125	8915	8975	7115	8893	7960	8155	9532	8335	7974	103928
Work Days	20	20	21	20	22	21	21	21	20	22	20	21	

The empty data fields in the table are reflective of the changes to resident laundry processes when ECU moved to the new Woodland Manor expansion. When this move happened, resident's personal laundry was handled by the nursing staff on site.

The average pounds of laundry per workday in the 18/19 fiscal year was 424.5 lbs. This is lower than last year (436 lbs), likely a direct result of not having personal clothing from long-term care to wash.

Supportive Living Services

The Supportive Living Services Program (SLS) provides residential services to improve the quality of life for persons with moderate to severe cognitive impairment through dignity, support, community inclusion, participation and choice. Day Programming is offered for up to two community clients. There are 11 permanent residents at the Campus and one respite bed is available. The residents range in age from 28 to 56 years of age. Residents at the Campus have a variety of diagnoses including: acquired brain injury, Autism Spectrum Disorder, Fetal Alcohol Syndrome, and Organic Brain Injury with co-morbidities including, but not limited to: Type II Diabetes, Chronic Renal Failure, Hypertension, Depression, Hyponatremia, PTSD, and Schizophrenia Spectrum Disorder.

Highlights for 2018/19

- 100% permanent resident occupancy, respite bed accessed for 160.5 days during the past fiscal year (44% occupancy). Day program accessed by 1-2 Community Clients, Judith Fabian Group Home Residents, and 2 ECU residents regularly.
- Care Bag project has donated over 500 bags of hygiene supplies to the Soup Kitchen, RCMP, and Family Support Center
- Get Active Grants received from NWT Parks and Recreation (\$1000)
- Donations received from the Hay River Thrift Store (\$500)
- “Paper Hugs” greeting cards work initiative started by staff members. Residents sold nearly 2000 cards over the fiscal year, with total funds received being \$3528.71
- Fundraisers as follows:
 - Hot Dog Sale (\$466.10)
 - Recycling Program (\$1103.35)
 - Christmas Bake Sale (\$1104)
 - Town of Hay River Clean Up (\$400)
- Participation by staff and residents in Advocacy and Awareness (Bell Let’s Talk Day, Mental Health Awareness Week, NWT Disabilities Awareness Week, Indigenous People’s Day, Brain Injury Awareness Day, FASD Awareness Day, World Mental Health Day, World Diabetes Day)
- Team Building exercises and events to promote positive workplace culture (Staff Appreciation Day, Training Sessions)
- In 2018/19, the “Community Skills Building Program” was designed and implemented. This initiative was developed by a staff member to assist the residents in developing the skills necessary to be as independent and included in community as possible. Events, activities and learning groups include:
 - The Walking Warriors Club (teaching fitness, community access, socialization skills)
 - The Bookworms Club (teaching literacy, group participation, socialization skills)
 - Creative Peeps (teaching self-regulation, self-advocacy, and self-expression skills through art)
 - Animal Shelter Volunteering
 - Recycling Program
 - Independent Activities of Daily Living assessment, practice and skill building (teaching increased independence in shopping, banking, community access)
 - Paper Hugs Program (teaching financial, social, marketing, creative skills)

Goals Achieved for 2018/19

Goal #1- Healthy and positive workplace

- 9 of 10 responding staff members indicated that they are satisfied with their jobs at SLS
- 100% of staff members responded that they receive appropriate training to complete their job

Supportive Living Services Continued

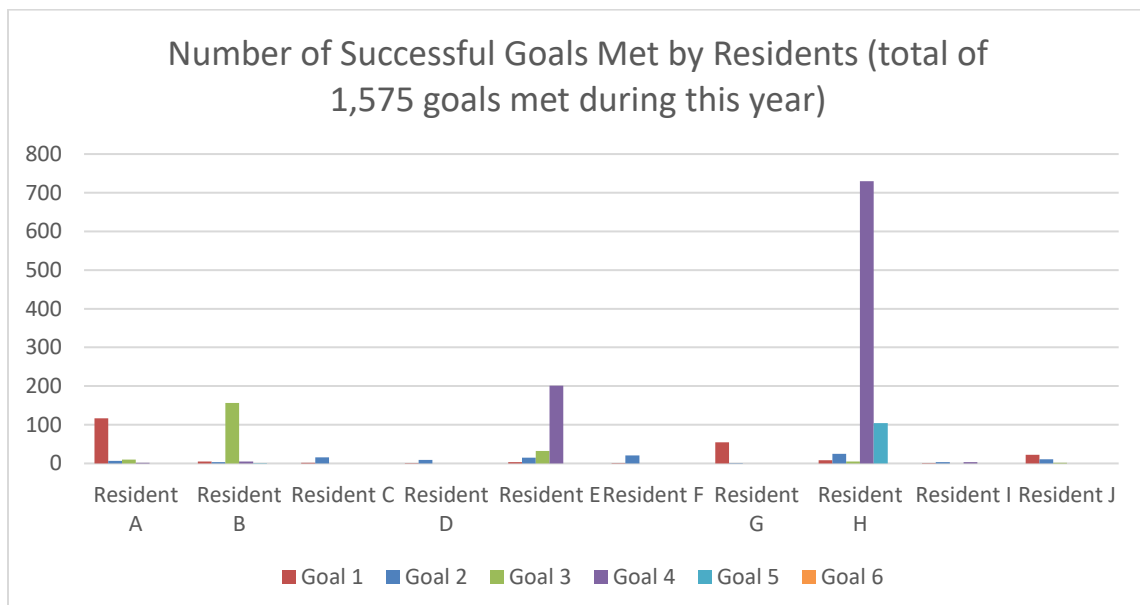
- 67% of eligible staff accessed training through the Professional Development Incentive Program (topics included Walking Through Grief, Mindfulness Counselling Skills, Mental Health Counselling Certificate, Mental Health Rehabilitation Worker Certificate, Non Profit Management Certificate, Laughter Yoga Coaching, Indigenous Health, Health and Wellbeing in Individuals with Developmental Disabilities, Autism and Developmental Disabilities)
- Staff meeting learning sessions for all staff: “Self Determination and Self Efficacy”, “Creating a Timeline and Debriefing”, “Giving and Receiving Feedback”, “Respect in the Workplace”
- Also offered were a variety of online and in person training (Pallium Leap Core Palliative Care Training, Canadian Falls Prevention Program, Autism Know-How, Hand Hygiene, Mental Health First Aid, Compassion Fatigue, OH& S Supervisor Training, BIPP, Supportive Pathways, First Aid/CPR, Non-Violent Crisis Intervention, Positive Behaviour Supports, WHMIS)
- Annual Staff Appreciation Celebration

Goal #2- Increased focus on education/life skills and community involvement for all residents

- Partnership formed with Aurora College with residents attending the “Toolbox for Life” life skills program
- Cultural Awareness Learning Sessions (The Inuksuk, Totem Pole, Tlicho Language Class, Dene Traditional Games)
- Relationship Building Classes (Who is your friend?, Health Relationships)
- Mental Health Focused Learning Sessions (Anger Management, Recognizing our Feelings)
- Physical Health and Wellbeing Learning Sessions (Oral Care, What is Diabetes?)

Goal #3- To strengthen relationships with departments and staff at other Authority locations

- SLS representation on the following committees/task teams: Workplace Wellness Committee, OH&S Committee, Ethics Committee, Accreditation Committees, Falls Prevention Committee, and Pharmacy Committee.
- Interdepartmental training (through HR, Dietary, Rehab)
- Working with LTC to provide combined recreational services on special occasions



Ultrasound

Ultrasound services include the provision of quality sonographic images provided from 0800 to 1600 hours Monday to Friday. Images are reviewed and reported by offsite Radiologists at the Mayfair Radiology group in Calgary. The Ultrasound staff liaises with the practitioners to provide the best client care possible.

Highlights for 2018/19

- Recruit casual staff for vacant position
- Maintain small core locum group
- New equipment installed
- Recruitment of full-time sonographer

