

ANNUAL REPORT 2016/2017

**HAY RIVER HEALTH AND SOCIAL
SERVICES AUTHORITY**

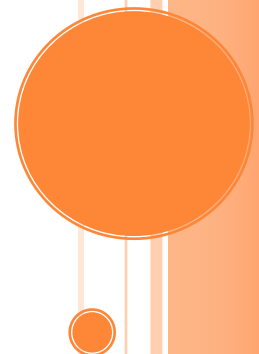


TABLE OF CONTENTS

Strategic Direction..... 2

Public Administrator’s Message 3

Chief Executive Officer’s Message 4

Financial Report..... 5

Highlights of the Year

- Acute Care and Ambulatory Care Services*..... 10
- Clinic Services*..... 11
- Community Counseling Services* 13
- Community Health Services* 14
- Diabetes Program* 17
- Diagnostic Imaging*..... 19
- Dialysis Unit* 20
- Engineering Services* 21
- Healthy Families Program*..... 23
- Home Care*..... 25
- Human Resources* 27
- Information Services* 29
- Laboratory* 30
- Long Term Care* 31
- Mammography* 33
- Materials Management*..... 34
- Medical Records* 35
- Midwifery Program* 36
- Pharmacy* 38
- Quality and Risk Management* 40
- Rehabilitation* 42
 - *Physiotherapy*
 - *Occupational Therapy*
 - *Speech Language Pathology*
- Social Services*..... 43
- Supply, Processing and Distribution*..... 45
- Support Services*..... 46
 - *Dietary*
 - *Laundry*
 - *Housekeeping*
- Supportive Living Services* 49
- Ultrasound Services* 51

STRATEGIC DIRECTION

Strategic Priorities

- Promote a culture within the organization that encourages and supports quality improvement in the delivery of health and social programs.
- Improved access to quality health and social services through an integrated and coordinated care model
- Promote healthy environments that allow the people of Hay River region to live healthy lifestyles
- Provide a healthy, safe workplace that is able to attract, support and retain a competent and skilled workforce.
- Provide health and social services that are sustainable and accountable.
- Establish a culture of client safety that minimizes hazards and client harm by focusing on processes of care.

Vision

Healthy people living in healthy communities

Mission

Meeting community needs through quality care and education

Values

The Hay River Health and Social Services Authority is committed to promoting and providing health and social services in a competent and caring manner that ensures client and staff safety; integrity, accountability and respect

We believe in:

- Client and staff safety
- Integrity
- Accountability
- Respect
- Collaboration
- Empowerment

PUBLIC ADMINISTRATOR'S MESSAGE



The strategic and operational challenges faced by health and social services across the country are well known; how to meet increasing health and social service needs sustainably, while continuously improving patient outcomes and managing and reducing costs.

Additionally, attracting and retaining professionals, expanding and enhancing the role of Nurse Practitioners and providing specialist and chronic disease supports to meet community needs.

There are a number of potential solutions including placing emphasis on quality and safety, prevention and wellness, IT solutions, and collaboration of teams within the system.

At the Hay River Health and Social Services Authority we believe that continuing to create a culture of accountability, respect, integrity and with a strong focus on client and staff safety has allowed us to make progress in those key areas for the benefit of the individuals we serve. This focus, coupled with an openness to partner with other Authorities and jurisdictions, has placed us in a solid position to continue to participate in a systems approach and response to health care and social service challenges.

We are very optimistic for the future and how our team will rise to the challenges over the coming months and years.

Michael Maher
Public Administrator

CHIEF EXECUTIVE OFFICER'S MESSAGE



I am pleased to present the Annual Report for the Hay River Health and Social Services Authority for the fiscal year ending March 31, 2017.

The 12 months summarized in this report provides an overview of our programs and services provided to the residents of Hay River, and the surrounding communities of Enterprise, Katlodeeche First Nation, Kakisa and Fort Resolution. The Public Administrator, Senior Management Team and staff continue to be proud of our accomplishments and our ability to meet the many challenges of delivering health and social programs in our region.

In the Spring of 2016 we embraced our new facility, the Hay River Regional Health Centre. The new facility has given our employees and Practitioners the opportunity to focus on how we can continuously improve upon and deliver the highest possible quality of care to our residents.

During the last 12 months we have experienced a number of staffing changes as long term employees have retired and others have moved on. With the establishment of a new Senior Management Team there has been a renewed focus for the organization towards our Values – Client and Staff Safety, Integrity, Accountability, Collaboration, Empowerment, and Respect.

As the Northwest Territories Health and Social Services Authority continues to develop and mature as an organization, HRHSSA continues to be in the forefront to provide support and build relationships with the new Authority. The implementation of three Authority's will provide a better opportunity to improve access to services, remove barriers between Regions, and improve the quality of care and sustainability of the system.

In October 2016 HRHSSA successfully obtained Accreditation status from Accreditation Canada. With a team approach, our staff worked incredibly hard to ensure that they provide services focused on safety, efficiency and the highest of quality. The Accreditation award is a testament to the fact that our staff consistently achieve these goals.

In closing, I would like to thank the dedicated staff of the Hay River Health and Social Services Authority, who continue to provide and support safe, high-quality patient care each and every day. The accomplishments highlighted in this annual report could not be possible without them.

Respectfully submitted,

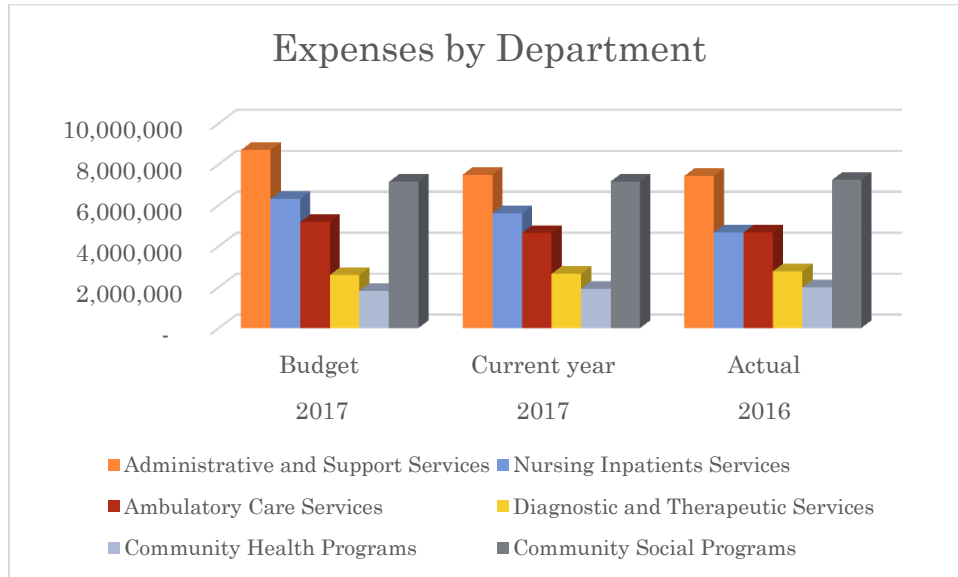
Erin Griffiths
Chief Executive Officer

FINANCIAL REPORT

Revenues for the year totaled \$32,175,206 and the operating expenses during the fiscal year totaled \$29,457,522. The audited financial statements for the fiscal year have an operating surplus of \$2,717,684 and an adjusted deficit for the year of \$374,060.

The last two years has shown a decline in the annual deficit due to an increase in the net value of the pension plan asset. The financial statements present an accumulated surplus of \$4,199,068. Including in the deficit is a \$500,000 cash reserve. If we remove the pension plan asset and cash reserve from the effects of the accumulated surplus, there is a resulting adjusted accumulated deficit of \$5,807,932. This adjusted surplus is due to a non-cash transaction that is based on the requirement to account for the pension liability on a going concern basis. At year end the market value of the pension fund assets were \$9,507,000 higher than the pension obligation.

In comparing the current year expenses by department to budget, administration costs are lower than budgeted as they include the pension special payments of \$1.5M, which was budgeted at half that costs incurred, and the unrealized gain in the pension plan financial asset of over \$3M. The variance in Nursing Inpatient Services from budget is due to vacant positions held in the year. Compared to the prior year values, Nursing Inpatient Services has increased due to transition to the new hospital facility and the additional staffing requirements of that new facility.



The financial statements identify a surplus from operations in the year of \$2,717,684. However, this amount included changes in both the pension plan and the employee leave and termination benefits. Once these unfunded amounts are removed from the surplus, the result is a deficit of \$374,060.



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AUDITORS' REPORT

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

Report on the Financial Statements

We have audited the operating fund balance sheet of the Hay River Health & Social Services Authority as at March 31, 2017 and the statements of operations, equity, and changes in financial position for the year then ended and a summary of significant accounting policies and other explanatory information. We have also audited the revenues and expenditures of all programs funded through contribution agreements by the Department of Health and Social Services which total \$250,000 or more, as listed in Schedule A and A-1.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with the standards set forth by the 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.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards required that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement in the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements 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 entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Basis for Opinion

In our opinion, these financial statements present fairly, in all material respects, the financial position of the Authority as at March 31, 2017 and the results of its operations and cash flow for the year then ended in accordance with the standards set forth by the Public Sector Accounting Board. 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, 2017, in accordance with the provisions established by the individual contribution agreements.



ASHTON
Chartered Accountants
Business Advisors

Hay River, NT
June 30, 2017

HAY RIVER HEALTH AND SOCIAL SERVICES AUTHORITY

HAY RIVER HEALTH & SOCIAL SERVICES AUTHORITY

Statement of Financial Position

Statement I

March 31, 2017

	2017	*2016
Financial Assets		
Cash and cash equivalents, Note 4	\$ 908,800	\$ 1,436,896
Accounts receivable, Note 7	324,459	333,987
Due from Government of Canada, Note 10	1,660	-
Trust assets, Note 14	100,579	70,881
Pensions asset, Note 12	9,507,000	6,346,000
Total Financial Assets	\$ 10,842,498	\$ 8,187,764
Liabilities		
Accounts payable and accrued liabilities, Note 9	1,616,990	1,124,840
Employee and payroll-related liabilities, Note 9	1,505,228	2,105,110
Contributions repayable, Note 26	2,007,434	1,248,423
Employee future benefits and compensated absences, Note 13	1,785,717	1,716,461
Accountable capital advance, GNWT, Note 28	5,829	5,829
Deferred revenue, Note 25	56,633	845,830
Trust liabilities, Note 14	100,579	70,881
Total Liabilities	7,078,410	7,117,374
Net Financial Assets (Debt)	\$ 3,764,088	\$ 1,070,390
Non-Financial Assets		
Inventory held for use, Note 8	\$ 226,013	\$ 170,588
Prepaid expenses and deposits, Note 27	208,967	240,406
Total Non-Financial Assets	\$ 434,980	\$ 410,994
Accumulated Surplus (Deficit), Note 29	\$ 4,199,068	\$ 1,481,384

* Reclassified for comparative purposes

Contractual obligations, Note 16

Contingent liabilities, Note 17

Approved on behalf of the Authority:





Public Administrator

Chief Executive Officer

HAY RIVER HEALTH AND SOCIAL SERVICES AUTHORITY

HAY RIVER HEALTH & SOCIAL SERVICES AUTHORITY

Statement of Operations

Statement II

For the year ended March 31, 2017

	2017 Budget	2017 Actual	2016 Actual
Revenue			
Contributions from GNWT, Schedule A	\$ 30,375,231	\$ 30,235,106	\$ 29,187,091
Recoveries	490,010	965,200	951,815
Sales - Patient Revenues	803,204	904,616	697,735
Contributions from Other Sources	-	5,550	32,647
Other Income	-	31,502	33,174
Interest	30,000	33,232	30,579
Total Revenue	31,698,445	32,175,206	30,933,041
Expenses			
Administrative and Support Services	8,691,897	7,495,577	7,429,137
Nursing Inpatients Services	6,308,415	5,594,739	4,664,286
Ambulatory Care Services	5,165,736	4,641,529	4,651,297
Diagnostic and Therapeutic Services	2,583,242	2,646,200	2,767,964
Community Health Programs	1,808,802	1,922,582	1,975,468
Community Social Programs	7,140,353	7,156,895	7,226,574
Supplementary Health Programs	-	-	-
Undistributed	-	-	-
Total Expenses, Note 24	31,698,445	29,457,522	28,714,726
Operating Surplus (Deficit)	-	2,717,684	2,218,315
Unfunded items			
(Increase) Decrease in post-employment benefits, Note 12	-	(3,161,000)	(2,708,000)
(Increase) Decrease in employee future benefits and compensated absences, Note 13	-	69,256	(62,170)
Adjusted operating surplus (deficit) before the undernoted	-	(374,060)	(551,855)
Tangible Capital Assets - Rent Expense, Note 15	-	(1,984,087)	(502,297)
Grant-In-Kind - GNWT assets provided at no cost, Note 15	-	1,984,087	502,297
Adjusted operating surplus (deficit) for the year	\$ -	\$ (374,060)	\$ (551,855)
Opening Accumulated Surplus (Deficit)			
		\$ 1,481,384	\$ (847,558)
Adjusted for change in estimates, Note 30			
		-	110,627
Adjusted Opening Accumulates Surplus (Deficit)			
		1,481,384	(736,931)
Operating Surplus (Deficit)			
		2,717,684	2,218,315
Closing Accumulated Surplus (Deficit)			
		\$ 4,199,068	\$ 1,481,384

Acute and Ambulatory Care Services

Acute Care Services provides inpatient acute care, palliative care, respite care and alternate levels of care.

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

Highlights:

- 184 Day Surgery procedures: Dental & Endoscopy procedures
- 54 Pulmonary function tests
- 5664 Emergency Department visits
- 1086 Hemodialysis treatments
- 67 Holter Monitors

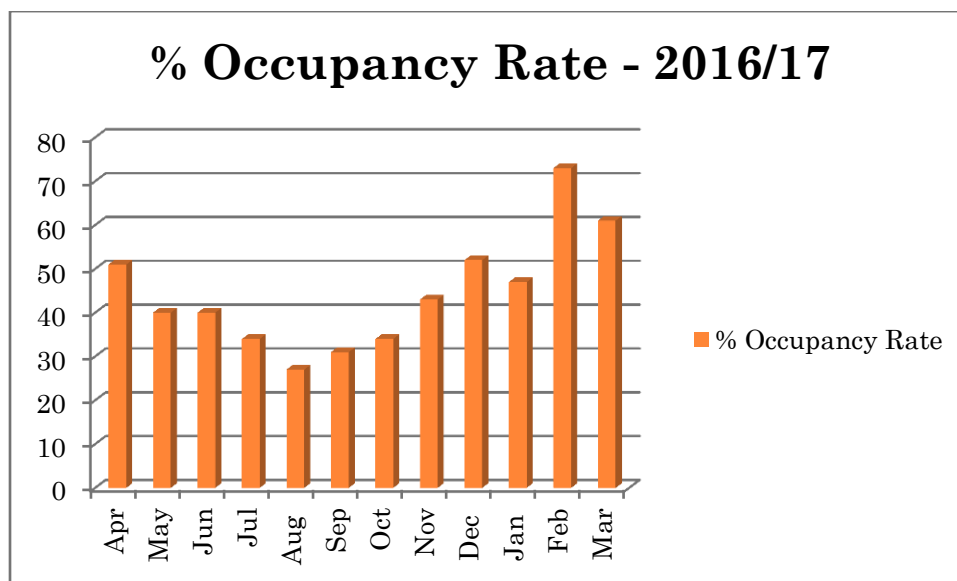
Goals achieved:

Goal: Onsite training of registered nurses in advanced emergency courses such as Advanced Cardiac Life Support, Pediatric Advanced Life Support, Trauma Nursing Core Course and Emergency Nursing Pediatric Course has continued to maintain the high standard of care provided to our clients.

Goal: We have successfully transitioned to our new Health Center with minimal interruption in services provided.

Performance Indicators:

- Nosocomial monthly Infection tracking
- Work loading stats
- Infection Control Environmental Audits
- Bed Occupancy Rate



Medical Clinic Services

Clinic Services provides primary healthcare to the town of Hay River and the catchment area of Katlo'deeche, Enterprise, Kakisa, Fort Resolution and Fort Providence.

The Medical Clinic cares for clients who present with a variety of medical needs. Their needs are met by a consistent group of primarily locum practitioners who serve our community. The Hay River community has access to specialists ie. Internal Medicine, Pediatrics, General Surgery, through our Specialist Clinics.

Each year, we see approximately 17,000 clients for clinic visits, 1300 in the visiting specialty clinics, and assist with 1600 outside appointments and medical travel warrants.

Highlights:

- Hired more Clinical Assistant casual support – enables staff to be on leave and to have proper coverage.
- 2 Full time Physician/ one NP signed on March 9th
- Consistent Locums coming into the community
- 22 medical students and Residents completed their electives in Hay River in 2016
- EMR – having the 3 key EMR positions located in Hay River has been a huge asset. We have onsite training and resources for locum physicians. Easy access when experiencing concerns with EMR or trouble shooting.
- Clinic Assistants continue to be cross trained through Scanning and Linking, Reception and Medical Travel.
- Specialty Clinic – the majority of Specialists are live on EMR. This is a positive step for helping with the amount of paper these clinics generate. Although it has meant process changes on our end, we are seeing the benefits. It has also generated some concerns with uploading documents, and workflow concerns between YK and Hay River.
- The first Nephrology Clinic ran successfully out of Specialty Clinic space.

Goals Achieved:

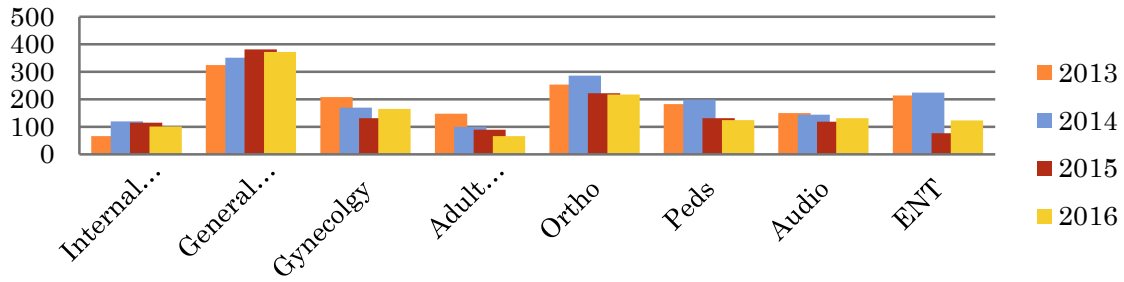
Goal: To follow through with the plan to develop a safe, accessible and efficient specialty clinic program.

This continues to be ongoing. We are still working between paper charts and the EMR as the specialist's transition over. Each speciality is unique and has a separate workflow. In general it works well.

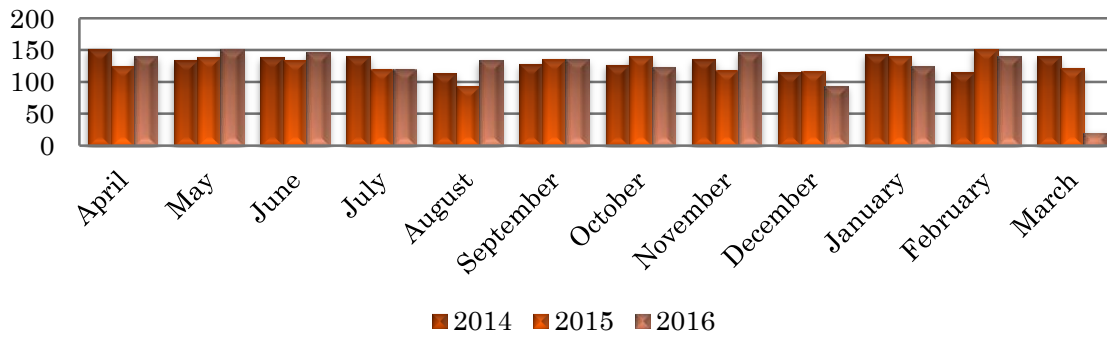
Goal: Liquid Nitrogen process

Liquid Nitrogen Process in place for medical clinic use. It is posted at the workstation. It is working well.

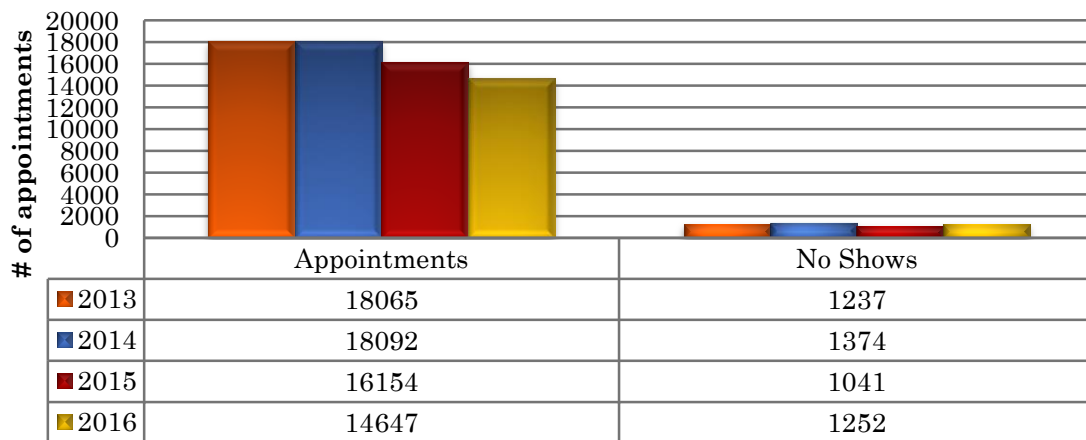
Appointments for Hay River Specialty Clinics



Clients Traveling for Appointments



Medical Clinic Appointments and No Shows



Community Counselling Services

Community Counselling Services (CCS) provides outpatient counselling for individuals, families, groups, couples, and children from the age of six, inpatient counselling at the hospital, 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 are treatment referrals, crisis prevention, case management, and psycho-educational programs and workshops.

Highlights:

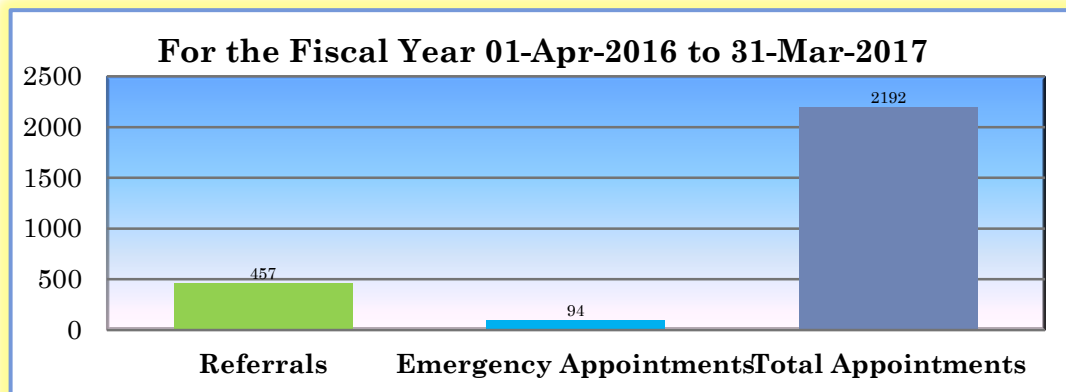
- All Counsellors and Wellness Workers watched a number of training videos which included; “Addictions and Schizophrenia” and “Mindfulness-Based Clinical Interventions”
- Booked 2192 appointments.
- CCS Wellness staff facilitated a presentation for the Hay River Reserve: “Understanding Addiction”- 19 participants attended this presentation.
- CCS Wellness staff facilitated a Suicide Prevention presentation at DJSS.
- CCS Counsellors and Wellness Workers attended the CCP conference in Yellowknife with rave reviews. Staff also enjoyed Children’s Resiliency training under Dr. Unger as part of the conference.
- Supervisor CCS attended the two-day CCP Conference for Managers/Supervisors in Yellowknife.

Goals Achieved:

- One CCS Counselor co-facilitated the evening Craving Change program in collaboration with the Public Health Dietician.
- One CCS Counselor developed and facilitated a go-to CCP DMT training for counselling staff across the NWT: How to Run a CBT Group”

Performance indicators:

CCS gathers statistics on completed sessions, no shows, cancellations, wait list, and referrals. CCS is monitoring the continued trend no shows and cancellations and responding to the high rate of suicidal ideation.



Public Health

Public Health provides core public health programming for all ages in the community. This includes: well child clinics and immunizations for 0-5 yr olds, immunization and health monitoring of school children and adults; school health programs; health promotion and prevention education; TB surveillance, follow-up and treatment; prenatal education and postnatal services; infectious disease surveillance; Employee Health Risk Assessments (EHRA); Pregnancy testing; STI testing, treatment and contact tracing; travel vaccinations and health advice.

Highlights:

- DHSS Aboriginal Wellness Funding made it possible for Public Health to purchase 50 additional 'Baby Boxes,' and supplies. These boxes are currently being distributed through the Hay River Midwifery program to parents who are low resourced. Public Health wishes to include safe sleep programming around the distribution of the boxes.
- Northwest Territories Literacy Council and Hay River Literacy Society purchased books to be placed into the Baby Boxes as part of literacy promotion in families.
- Purple Door Program at DJSS had consistent service from a Public Health Nurse over the past 2016/17 school year.
- August 2016, Public Health, Healthy Families and Midwifery Program collaborated to bring Breastfeeding awareness day to Hay River Regional Health Centre
- September 2016, Public Health Nurse and Environmental Health Officer gave handwashing presentations to all classrooms in Harry Camsell and Princess Alexandra Schools. A poster contest was offered to the kids as incentive to reinforce what they learned in the classes. The prizes were swim passes.
- November 15-17, 2016 three Public Health Nurses became certified in infant/child car seat installation through collaboration with Yellowknife Foster Families Association and Hay River Fire Department. Contribution agreement funds were used to purchase car seats which were distributed to parents in need at Well Baby and Child visits.
- December 7, 2016 three Public Health Nurses attended a 'Purple Crying,' conference in Hay River organized and presented by the DHSS. Purple Crying is a program designed to recognize infant crying in the early days and weeks of life is normal and cyclical. The goal of this program is to prevent Shaken Baby Syndrome.
- Hay River Literacy Committee continued to provide baby and preschool bags for public health to hand out to parents of young children.
- January, February and March, 2017 Public Health joined Healthy Families to assist them with their Cooking Circle programming for parents. Public Health provided assistance with childcare
- January 30, 2017 PHN and EHO offered non-smoking education to all classes in Princess Alexandra, Harry Camsell, and DJS schools.
- February 4, 2017 World Cancer Day presentation and information sharing in collaboration with DHSS of GNWT
- March 2017 Public Health with contribution funding from DHSS Aboriginal Health hosted a First Aid course for 10 parents of young children. All those in attendance received their Class C St. John Ambulance First Aid certificate.
- 1 Public Health Nurse with contribution agreement funding from DHSS Aboriginal Division was able to attend training on 'Positive Discipline for Parents', in Edmonton, Alberta. Public Health plans to launch a parent group in January 2018 and include this program as part of the education to parents.
- Hay River Fire Department and Hay River Home Hardware participated in a preschool safety program to provide bicycle helmets to all children presenting to Public Health for their preschool assessment. 40 certificates for bicycle helmets have thus far been

HAY RIVER HEALTH AND SOCIAL SERVICES AUTHORITY

distributed.

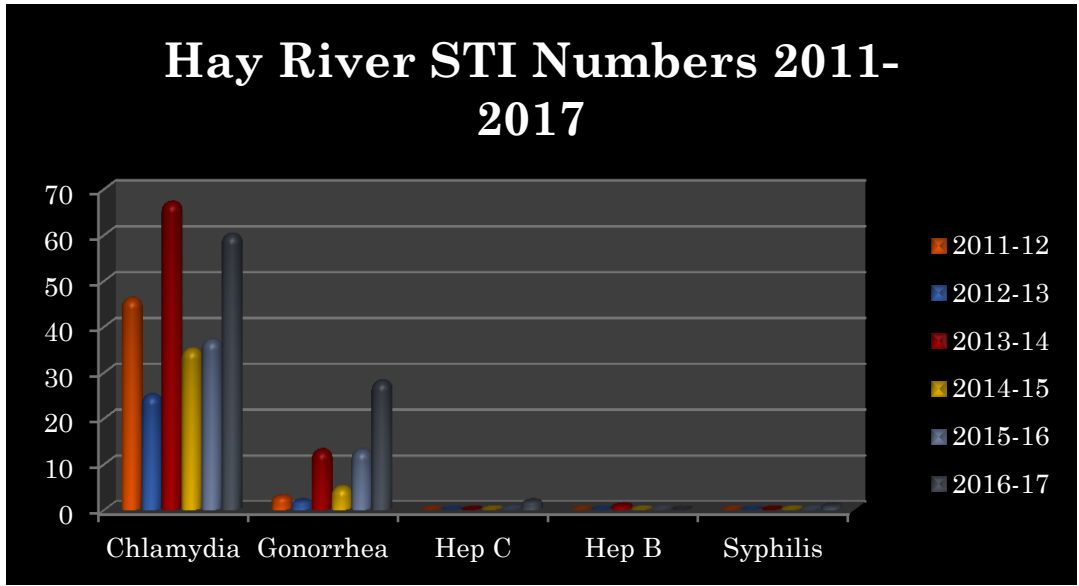
- Immunization data will now be obtained by DHSS via the EMR; Public Health no longer will need to use a monthly hand entered Excel spreadsheet for this purpose.

Goals:

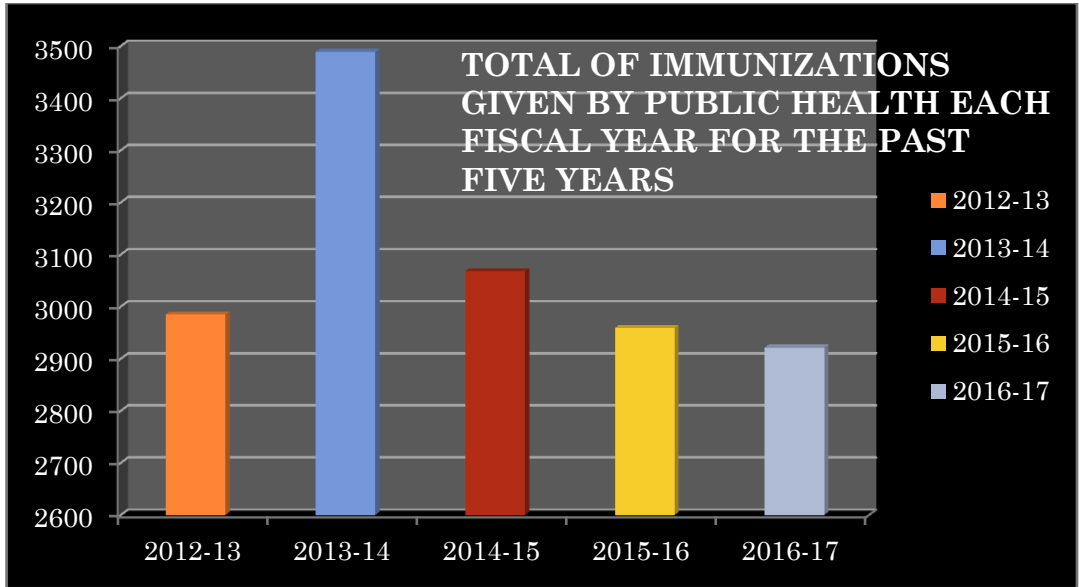
- Goal: To maintain core programming as mandated in the NWT Community Health Nursing Program Standards and Guidelines. Hay River Public Health Nurses continue to provide GNWT mandated community health services to the community. Priorities are identified and maintained.
- Goal: Support Public Health Nurses in their efforts to secure PDI funding for continuing education opportunities. Continue to support the two public health nurses enroll in Aurora College in the Post-graduate Certificate in Remote/Rural Nursing.
- Goal: Explore possible expansion of the 'Purple door,' programming to other schools such as Ecole Boreal.
- Goal: Collaborate with other HRHSSA Early Childhood stakeholder groups such as Health Families and Midwifery program to enhance delivery of programming to parents of infants and preschool children.
- Goal: To Provide 'Parenting,' education programming to parents of preschool children. The need for parenting programs in Hay River was confirmed by survey in 2015. It is the intention of public health to collaborate with other HRHSSA Programs and NGO's such as Growing Together and Treehouse to enhance current parenting programming and to explore and develop other options for parents of young children. Public Health will also be approaching local schools as potential locations to offer parenting programming in conjunction with the start of junior kindergarten.
- Goal: To offer HPV vaccination to all boys aged 9-26 in Hay River with a focus on vaccinating Grades 4-12 boys. Will require focused Public Health nurse resources which will have an impact on other programming areas.

Performance Indicators:

Sexually Transmitted infection rates per year for the past 6 years



Immunization Statistics Hay River Public Health for the past 5 years



Diabetes Program

The focus of the Diabetes Program under the Home Care & Community Enhancement (HC&CE) initiative has been to provide a comprehensive Diabetes Education and Support Program which follows the Territorial initiatives of Chronic Disease Management, as well as the 2013 Canadian Diabetes Association (CDA) recommendations in the organization of Diabetes Care. The Hay River Health and Social Services (HRHSSA) Diabetes Program supports the organization in delivery systems, decision support mechanisms and information systems. The key focus being: self-management and health services. All of which directly impact creating supportive environments and strengthening community action.

Within the population that the HRHSSA serves, approximately 15% of people have been diagnosed with diabetes, either type 1, type 2 or gestational diabetes. Of these the program regularly supports 160 clients, representing approximately one third of those diagnosed.

Highlights:

- Facilitated in collaboration with Community counseling : 4- Week Craving Change Program- June, October
- Various health promotion activities throughout the year around diabetes and nutrition
- Participation in Health Fair: Hay River
- Education: CDA conference in October 2016. Webinars
- Northern Diabetes Networking Teleconferences q 3mths with other communities around the north
- Contract signed with Alberta 2015 fall Adult weight wise clinic
- EMR: Template and flowsheet rebuilt, working on building in group templates.
- Diabetes clinics: every 2 weeks; Diabetes Group Sessions monthly 1.5 days
- Attended in-service on new NWT guidelines for pregnancy and obesity
- Using condensed medication profiles from Rings- working well

Goals Achieved:

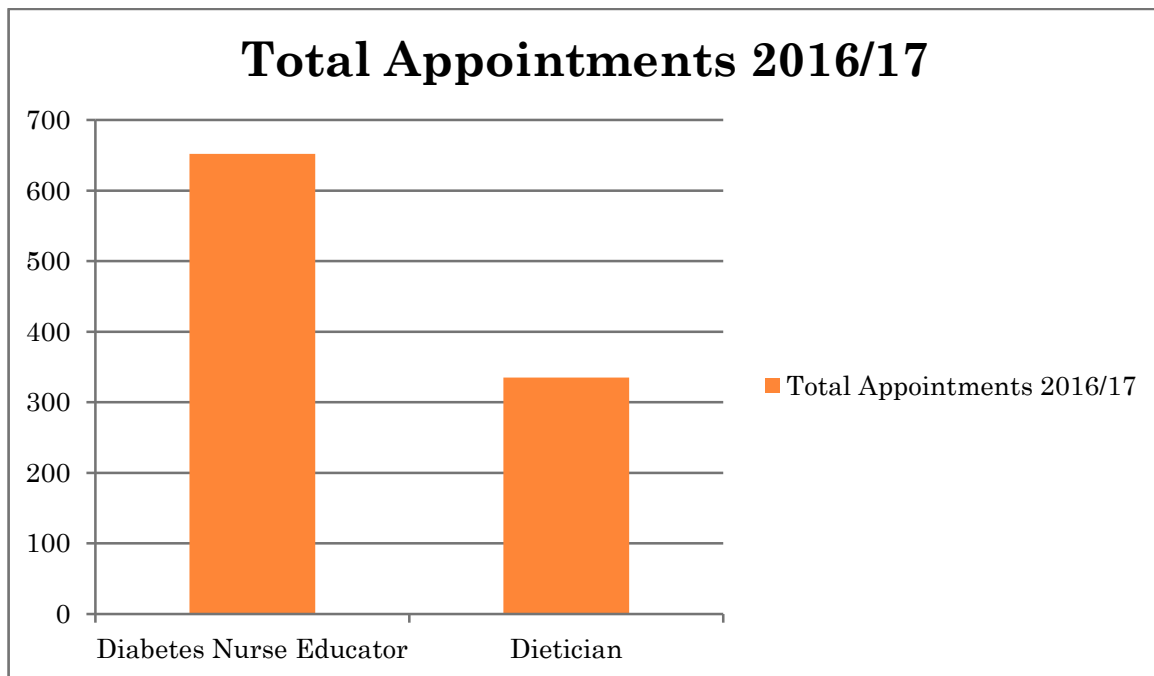
1. To develop stronger partnerships with other Authority team members. This past year the linkages between the Diabetes program and the mental health team have really strengthened. A counselor has helped to facilitate the Craving Change program with the team along with attending group diabetes appointments on a regular basis. This allows for a great resource for the client. Addition of NP/MD to diabetes program. Working closer with Midwives. Improved communications and more plans for collaboration.
2. To improve customer experience for our clients. Client surveys/ focus group to evaluate learning needs, topics clients would like to review improvements that can be made to the program to track the satisfaction with the group style appointments. Results helped the team to ensure that they were providing the right service needed for the clients.
3. To provide education for clients diagnosed with pre-diabetes and clients at high risk for developing diabetes. Education is done through many different programs offered by the diabetes team. Cooking circles, weight loss programs, community presentations, grocery store tours, education booths as well as individual appointments and diabetes workshops.

HAY RIVER HEALTH AND SOCIAL SERVICES AUTHORITY

Performance Indicators:

Clients seen and supported by the Diabetes Education Program:

- Through partnering with the HRHSSA Clinic for services of a practitioner on a weekly/bi-weekly basis, more clients have been medically reviewed. Issues such as medication refills, insulin starts, medication management, and timely adjustment to dosages and referrals to specialists are dealt with during these sessions. (Clients seen or reviewed initially, in Group appointments or at mini-clinics with the team).
- Clients supported at an initial or on-going appointments in the office or through Group appointments



Diagnostic Imaging

The 24 hr 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 Radiologists at the RCA radiology group in Calgary. The Diagnostic Imaging staff liaises with the physicians to provide the best client care possible.

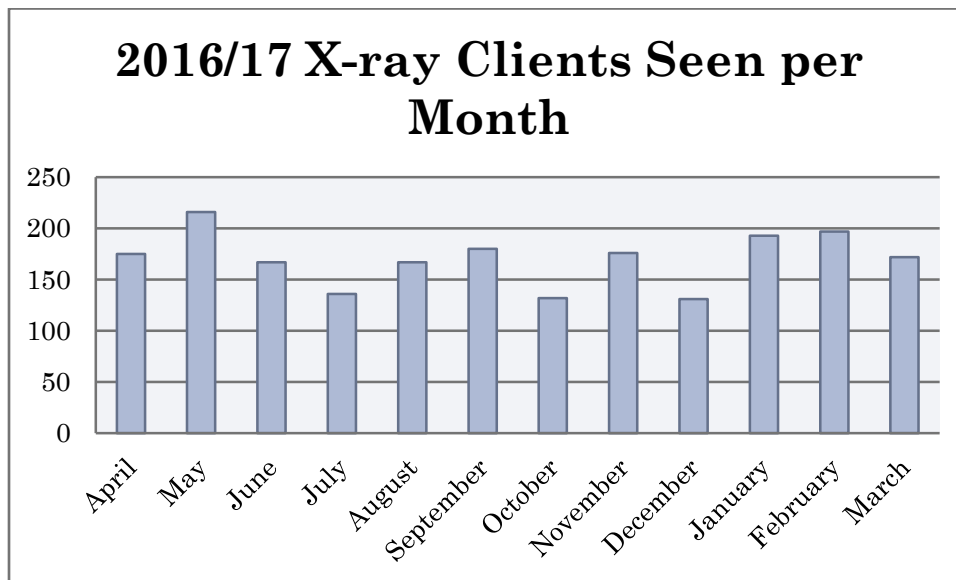
Highlights of this Year:

- Successful move to new Health Center in April
- We have a local technologist working casual and assisting with on-call responsibilities
- Policy and Procedure manuals up to date.

Goals Achieved:

- Staff continuing education up to date.
- Successful Accreditation

Performance Indicators:



Dialysis Unit

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

Highlights:

- 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
- Preparing to replace old dialysis machines with new ones in the fall.

Goals Achieved:

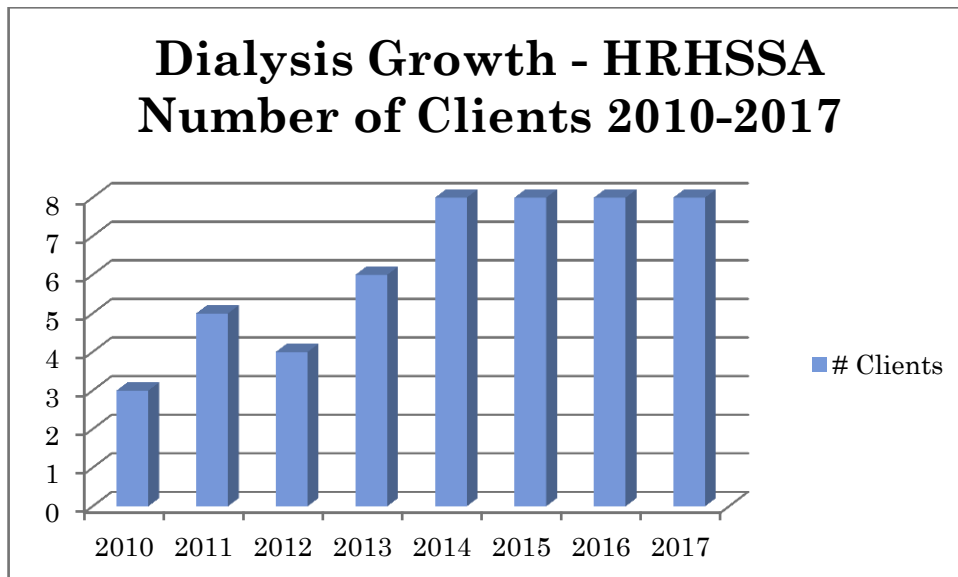
Maintaining a highly trained complement of staff

Successfully transitioned to new Health Center with minimal interruption in services.

Second fulltime RN position established in the Dialysis Unit.

Performance Indicators:

Growth in HRHSSA Hemodialysis Program Numbers



Engineering & Physical Services

Provide a functionally appropriate, safe and comfortable environment for clients and staff of the HRHSSA

- Provide maintenance services to all HRHSSA facilities (Hay River Regional Health Center, HH Williams Hospital, Woodland Manor, Supportive Living Houses and Day Building, Medical Clinic, and assets within the Gensen leased space)
- Perform scheduled & preventive maintenance
- Perform regular inspections
- Execute direct request maintenance
- Provide seasonal grounds maintenance & snow removal / ice control
- Develop, review, and implement functional plans for various emergencies
- Provide project management services
- Active HRHSSA representative on the New Health Center Working Group
- Active HRHSSA representative on the Long Term Care (Woodland Manor Expansion) Working Group
- Provide direct support for transition from HH Williams to HRRHC

Highlights:

The transition from HH Williams Memorial Hospital to the Hay River Regional Health center dominated the year. This transition included the setup of a significant amount of new furniture and equipment as well as relocating approximately one third of existing items from the old facility. The physical move was performed by the Engineering department, supplemented by an increase in temporary staffing. All departments were highly involved with the move of their areas, including the packing and unpacking of their spaces. The Authority demonstrated superb teamwork! The transition began in March, 2016 with the Medical Clinic being the first to move. Departments were moved in sequence with the final being the Emergency Department in June. Engineering Services was then quite busy assisting Departments to settle into their new spaces.

The construction of the 9 bed expansion for Woodland Manor began late summer of 2016 with a goal of pouring concrete foundations in October. The project has continued along very smoothly with an anticipated completion of August 2017.

During this year of significant change, the scope of work for Engineering Services has seen significant change and adaptation. Infrastructure maintenance activities for the HRHHC are now the responsibility of the Department of Infrastructure (PWS). Engineering Services provides program maintenance within the HRRHC and continues to provide fulfill all maintenance requirements to our other facilities, including the HH Williams and old Medical Clinic facilities, until such time as they are deemed surplus. This co-existent relationship between the two maintenance organizations, within the Health Center, has been challenging at times. The relationship between the two departments has been steadily improving.

HAY RIVER HEALTH AND SOCIAL SERVICES AUTHORITY

Goals Achieved:

Goal - New Health Center Relocation: Provide direct support to all departments in the physical transition to the new facility. The relocation of services to the HRRHC went very smoothly with little interruption to our internal or external clients.

Goal – Transition: Provide direct representation of the HRHSSA in the design and construction of the “Woodland Manor Expansion” project to ensure that it will meet the needs of our staff to deliver quality service. The project has been moving forward smoothly and ahead of schedule.

Goal – New Scope of Work: To develop a working relationship between the Department of Infrastructure and HRHSSA Engineering Services, and to manage the Engineering Services’ changing scope of work as the assets and facilities within the HRHSSA continue to change.

Performance Indicators:

In order to manage the transition effectively, a schedule was developed and distributed to ensure all staff were aware of the activities ahead. Despite various issues regarding some new equipment delivery and installation, the transition was able to follow this schedule quite closely.

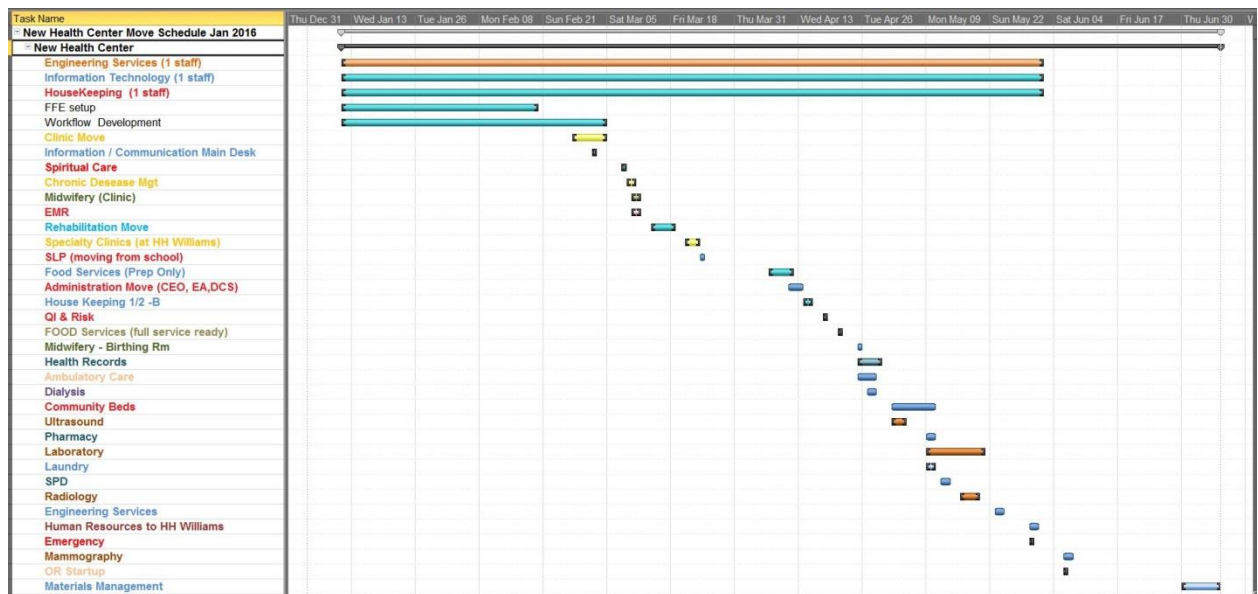


Figure 1: Schedule for Relocation of HRHSSA Departments

Healthy Family Program

The Hay River Health & Social Services Authority recognizes the importance of investing in the children and families in our community and has delivered the Healthy Families Program since September of 2004.

Healthy Families provides in home visitation services to parents with children ages 0-6 as well as prenatal mothers and parents reuniting with their children (ages 0-6).

Healthy families offer parents who are especially experiencing extraordinary and stressful personal circumstances with support, advocacy and linkages to resources along with curriculum activities (Growing Great Families is the main curriculum we use). Transportation to medical appointments, special 'in home' or community workshops are also available (as funding is found) on home safety, healthy cooking/baby food making, low cost/educational homemade play ideas and toy making.

The best part about Healthy Families is that it is customized to meet the needs of the family where they are at, collect information on where they would like to be (in 5 years) and help assist them in meeting those goals along with putting their priority on their child(ren) and not on their stress.

Providing families with these services also blends well with the mission, vision and goals set out by the Hay River Health & Social Services Authority. Prevention, intervention and education that is free, accessible and ongoing will build stronger and healthier children for the next generation to come.

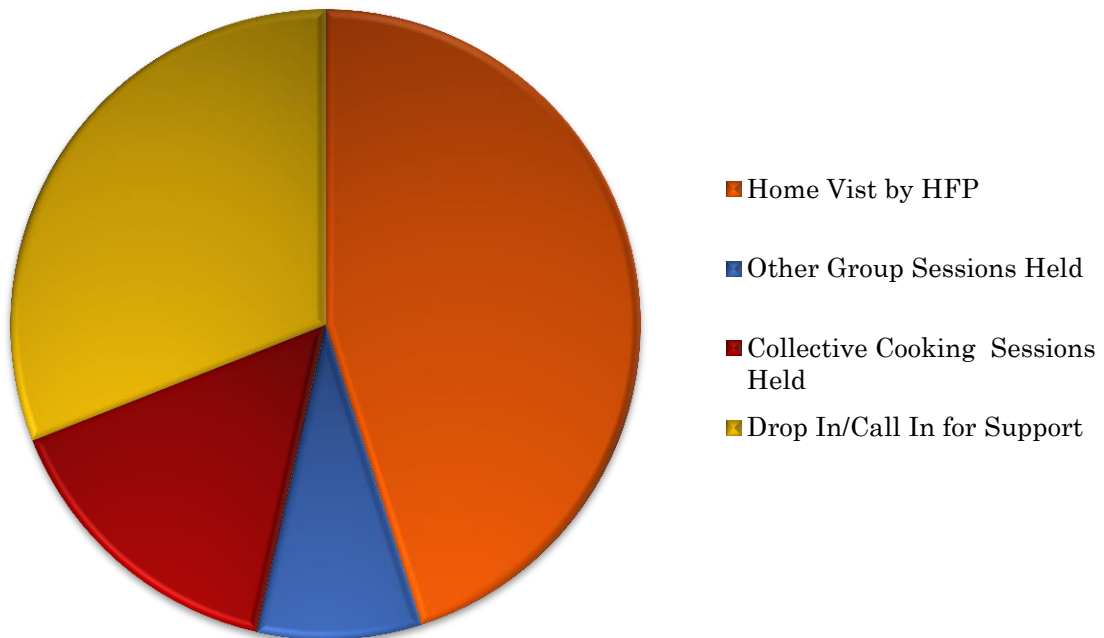
Highlights:

- Participate in an HRHSSA lead **Early Childhood Stakeholders Meetings**, working alongside Midwifery, Public Health & Social Services to keep updated on programming, families, referrals and progress.
- Continuing to provide free weekly/biweekly & monthly **home based visits** to currently 32 families within the community.
- Continuing to provide weekly **Collective Cooking Classes** to 15 families in the community annually (This was our 5th year)
- Participate in **monthly conference calls** with all Healthy Family Programs across the north to share information and work on future projects together.
- Hosted **Breastfeeding Peer Support Group** training for parents hosted by Moms, Boobs and Babies. We had 15 participants who trained over 3 days with their babies present.

Goals Achieved:

- **Enhanced or Growing Great Kids Curriculum Programming** by introducing the new revised version and have been including local cultures, traditions and resources to better service the needs of our families.
- **Increased number of families participating in the Healthy Family Program** (mostly all new families were self-referred)
- **Participated in the Healthy Family Program Territorial Workshop** with all stakeholders and HFP across the North
- **Developed new metaphoric tools and resources** (brochures, literacy friendly reference sheets, booklets and visual tools) that our families could use to better understand our programming topics.
- Expansion of program will be prominent in the next few years and we are currently looking into our options

Family Contact Breakdown 2016/17



Home Care

HRHSSA Home Care works with people and communities to promote health and 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.

Highlights:

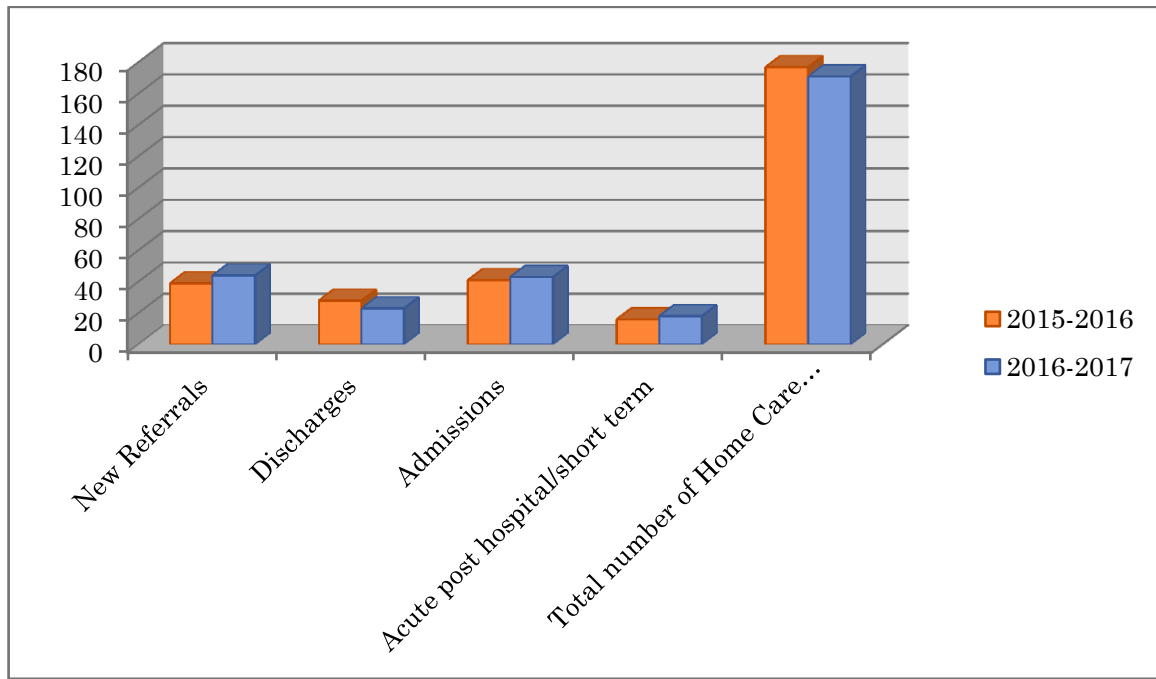
- Workflow changes starting to stabilize with the Regional Health Centre operating
- Several wound and ostomy care pop up sessions have been attended by staff in Yellowknife and Edmonton
- Several palliative clients have been successfully managed at home. Some families and clients are not comfortable with passing at home so will come in to care only for the last few days
- Home Care has been instrumental in creating care pathways for clients that need offloading due to diabetic foot ulcers and/or diminished circulation issues. Home Care worked with Yellowknife Occupational services, orthopedic surgery department and Hay River O.T. services to help clients maintain their own lower leg health and avoid early amputation
- Elders in motion attended in Yellowknife by Home Support. Their exercises are used on a regularly basis with our limited mobility clients
- Accreditation successful. Home Care's recommendations were around wound care and a more focused policy
- Foot Care Courses taught in Ft. Smith, Behchoko and Judith Fabian group home.
- Foot Care continues to attend focus groups with the Diabetes team to promote foot health
- Several referrals for short term services around postoperative clients, wounds care, ostomy care and support, mobility needs as well as short term home assistance as clients recover
- Enterostomal nurse certified in Sharp debridement. This is an important skill to have as wounds and calluses often need to have this procedure to promote healing
- Cardinal Health presented wound care educational sessions to staff in the authority
- Senior Society presented Home Care with 20 books and 2 dvd's on Dementia care for the caregivers. They worked with the Elks service group to fund this. Excellent resources for families
- Supportive pathways continues to be a philosophy that the authority supports in regards to senior/dementia care. Home Care remains involved in the education portion of this

HAY RIVER HEALTH AND SOCIAL SERVICES AUTHORITY

Performance Indicators:

- Palliative care/dementia care and wound care sessions and conferences attended by all staff
- Weekly rounds attended by Home Care at the Regional Health Centre which is very helpful for communication both ways
- Home Care Enhancement funding is continuing to help support some equipment and educational needs for Home Care department

Service Report: 2016 – 2017



Human Resources

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

Highlights:

- Supervisory Safety Training for Management Team
- Renegotiated the benefit plan fees at a lower rate for both staff and employer
- Extremely busy year with recruitment and it the implementation of new recruiting tools
- Pension Solvency increased from 86% to 88%

Goals achieved:

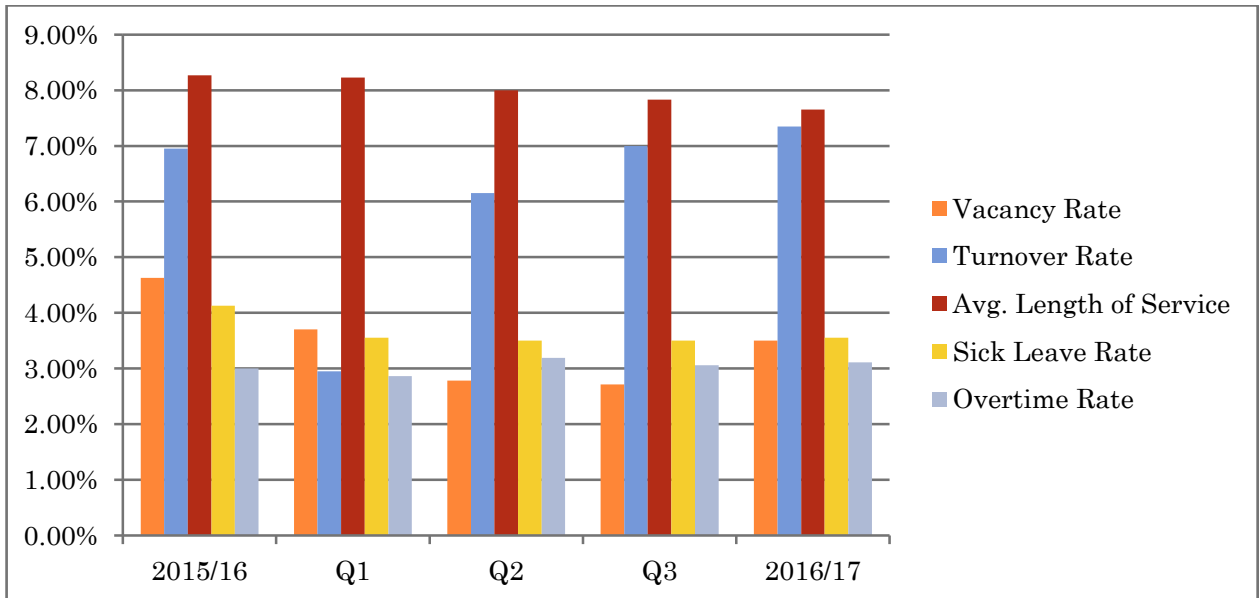
Goal: 85.3% of staff attended various training activities

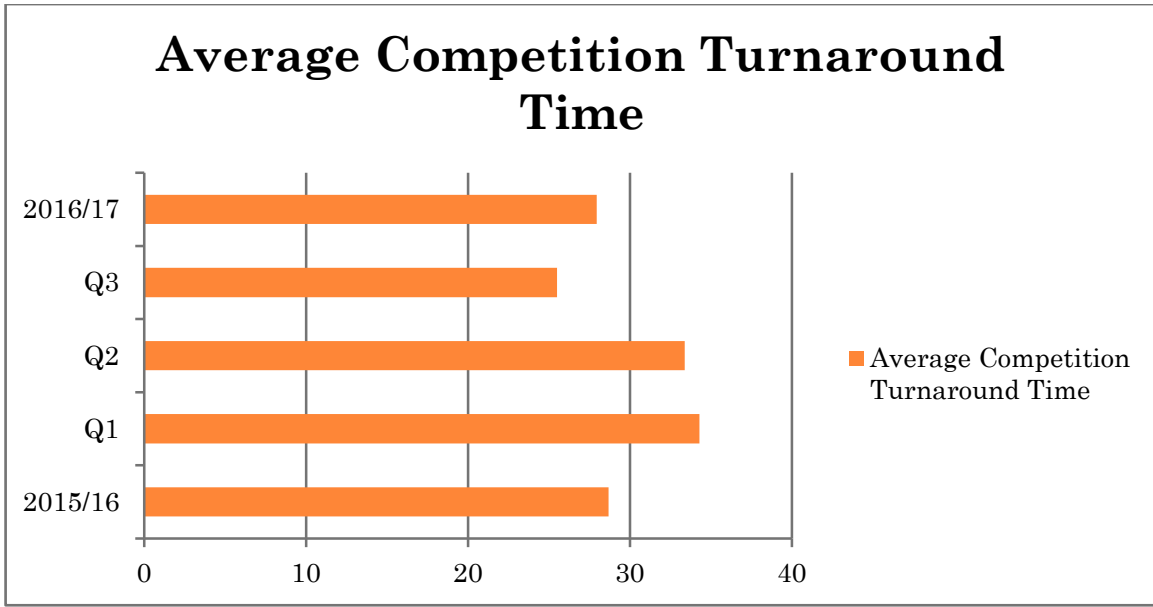
Goal: With the assistance of management and staff, the sick leave rate has continued to decline

Goal: Developed a pension information sheet for staff

Goal: Utilization of HR Downloads as a "go-to" training for staff

Performance Indicators:





Information and Communications Technology

The Department provides information technology services (computers, printers and some software support), telephone support and administration, French language services, and Telehealth coordination and administration.

Highlights:

- Assist with HH Williams move to new Health Centre.
- Server Virtualization project completed.
- Installation and configuration of new Server infrastructure at the new Health Centre.
- Move HH Williams Data Centre virtual servers to new Health Centre Data Centre were completed.
- 99% of PC's migrated to Windows 7.
- Participation with EMR Territorial working groups
- Implementation and continued support for the French Language Active Offer program

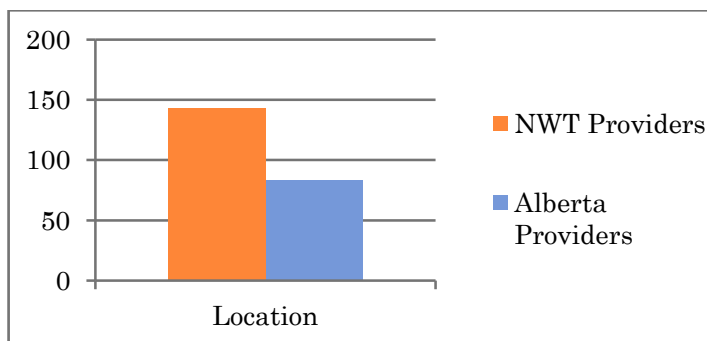
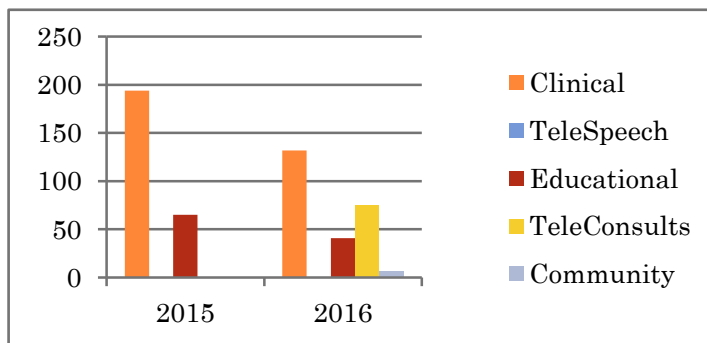
Goals Achieved:

Maximize network IT systems availability - Average of 99.98% uptime for major systems

Maximize the telephone system availability – no major issues affected system availability.

Performance Indicator:

Telehealth sessions



HAY RIVER HEALTH AND SOCIAL SERVICES AUTHORITY

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.

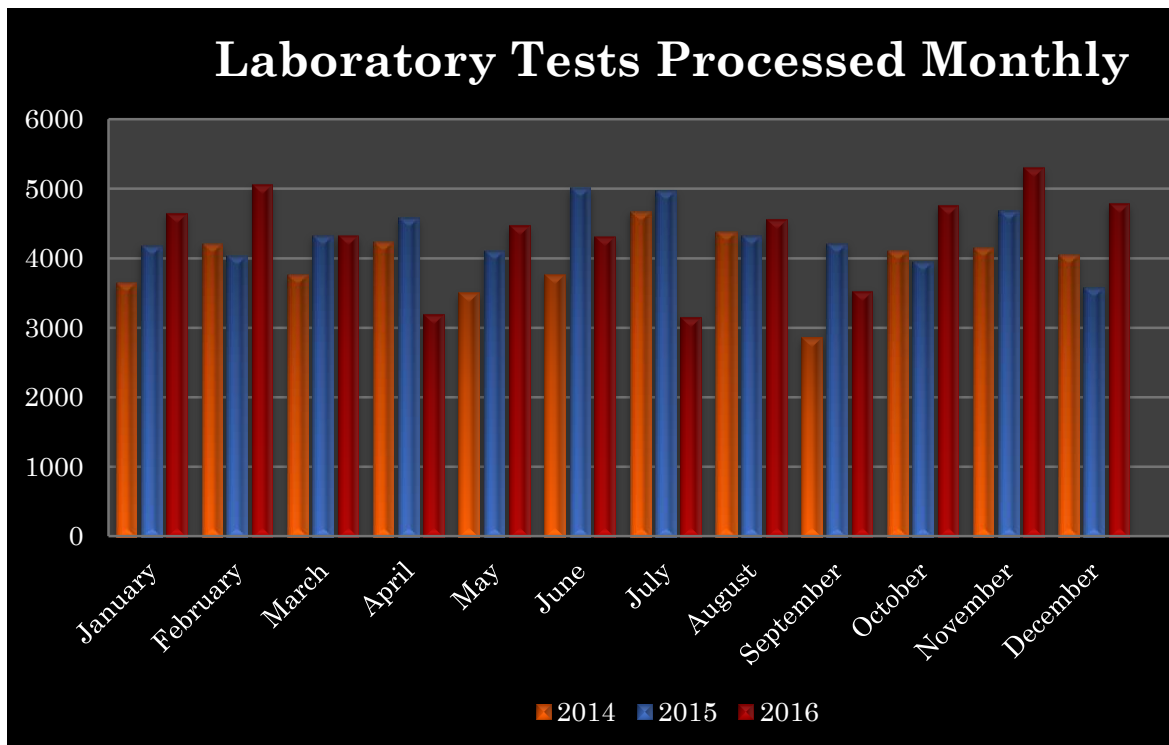
Highlights:

- LIS upgrade now used in Live environment – should decrease paper storage requirements
- In house Client Satisfaction Survey completed

Goals Achieved:

- Successful Accreditation
- Stratus Validation testing completed and analyzer in use

Performance Indicators:



Long Term Care Services

Long Term Care (LTC) services are provided to 15 residents at Woodland Manor and 10 residents in the LTC Unit at the HH Williams Memorial Hospital. Services include professional nursing care, physician, rehabilitation, dietary, recreation, pharmacy, pastoral care, foot care, housekeeping and laundry services. The LTC residents range in age from 40 to 96.

Highlights:

- 97% occupancy rate over the past fiscal year, 8 admissions, 9 deceased, wait list —2 for LTC placement in Hay River
- Training- 95% of staff completed Supportive Pathways, 9 LPNs and 1 RN--RCC completed PIECES training, 3 staff attended Non Violent Crisis Intervention, 6 LPNs completed phlebotomy training, Recreation staff attended Elders in Motion training, 6 CPR classes, 2 staff attended Basic Foot care training, 100% of staff attended Back Injury Prevention training
- Supportive Pathways training for families and community
- Resident and Family Surveys, Self-Assessment of Services Survey completed by staff
- GNWT Relevant Experience student funding for nursing student and recreation staff
- Fundraising: Yard sale-- \$150.00. Christmas craft/bake sale and auction-- \$1243.00, recycling--\$600.00, Family donations to the department--\$800, Aurora Ford employee donations--\$1050
- Elks and Catholic Women's League donations for resident Christmas gifts
- Walk to Tuk with staff and residents participating
- Outings to the beach, falls, Kakisa, Hay River Museum, Enterprise Jamboree
- Resident to Resident Assault, resulting in creation of a Client Monitor position, staff training, Aggressive Behaviour log and tracking process
- WLM expansion project commenced summer 2016, work continues

Goals Achieved:

Goals #1 Transition from connection to the Hospital/Clinic with move to the new Health Center

- Smooth transition, creation of Charge LPN role for off hours, weekends and holidays
- Transportation of residents to dialysis can be challenging at times

Goal #2 Improved quality of life care services

- Work continues on Policies and Processes
- Discussions beginning on admission for end of life questions

Goal #3 Continuing Care Standards Implementation/Accreditation

- Positive Accreditation survey—one outstanding issue addressed post survey
- Work continues with DHSS in streamlining policies and assessment tools across the territory

HAY RIVER HEALTH AND SOCIAL SERVICES AUTHORITY

Goal #4 Satisfaction from services will increase and family involvement will expand

- 28% participation from family on survey—overall positive results and comments
- 60% participation from residents on survey—overall positive results and comments
- Resident and Family Council meetings held regularly
- Commendation, Concern, Complaint boxes at each site

Performance Indicators:

Indicator	Number during reporting period April 2016-March 2017	Percentage based on total residents in care
Nosocomial Infections		
UTI (urinary tract infections)	8	2.7%
Pneumonia/chest	7	2.3%
Skin—cellulitis, cyst, toe	1	.33%
Pressure ulcers	0	0
Physical restraints	0	0
Falls		
Severity 0-1, near miss/no harm	33	11%
Severity 2-temporary/minor harm	18	6%
Severity 3-permanent harm/damage	1	.33%

HAY RIVER HEALTH AND SOCIAL SERVICES AUTHORITY

Mammography

The Mammography department provides Breast Screening Services to the women, 40 and over. The program was expanded in June 2010 to include the women outside the Hay River catchment area, but within the South Great Slave Lake area. The digital mammography images are reported by offsite radiologists at the RCA radiology group in Calgary.

Highlights:

- We have a local Technologist providing Mammography services, increasing our flexibility to provide clinics and reducing operating costs.
- We were able to have an information table at the Adult Health Fair in Hay River and Enterprise and Fort Resolution to give information to clients about the program.
- We offered an information session for staffs and the public in partnership with the Canadian Breast Cancer Foundation – it was well received in Hay River as well as outlying areas.

Goals Achieved:

- Partnering with the Canadian Breast Cancer Foundation to send different information to clients in our catchment area. Approximately 6,000 Know Your Breasts pamphlets were sent out.
- Successful move to new Health Center in June.

Performance Indicators:

SEVEN YEAR STATISTICAL DATA

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

- 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.

HAY RIVER HEALTH AND SOCIAL SERVICES AUTHORITY

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:

- Hiring of the Purchasing Officer position.
- Move to our new location at the Hay River Regional Health Centre and downsizing from two stock rooms to one.
- Mail Run process for internal mail transferred between different authority sites is implemented and working well.
- Maintaining the organization and clean-up of the items/supplies we keep in stock and in the system to better reflect and maintain our usage quota and for better outdates on expiry date items.
- Maintaining, review and removal of obsolete supplies.
- We have continued with the Recycling initiative that was put in place to reuse some supplies and equipment that were not being used in other departments. This new green initiative has provided huge savings to the HRHSSA over the past two years and has freed up storage space in various departments.
- Updated and maintaining of the Contract Spreadsheet and Contract folders.
- Assisted SPD department with revamping and organization of the supply rooms around the facility.
- Assisted SPD with creating new inventory count sheets for supply rooms around the facility.

Current Goals:

- Authority FF&E
- WLM FF&E
- Open house for stock pile of Recycled initiative items/supplies
- Implementing training sessions for requisitioning with “cheat sheet” guidelines
- Clean up/organization of Purchasing Drive
- Reviewing/revising our department internal processes.
- Revising all SSR Sheets.
- Update Hotel List information and Hotel Maps on SharePoint
- Clean up/organization of printer supplies in stock and in the system

Performance Indicators:

	2015/2016	2017/2018	% Increase or Decrease
VISA Requisitions	266	244	- 8.2%
Purchase Orders	1341	1482	10.5%
Diner's Transactions	161 (no longer in use)	No longer in use	
Travel Requisitions	216	274	26.8%

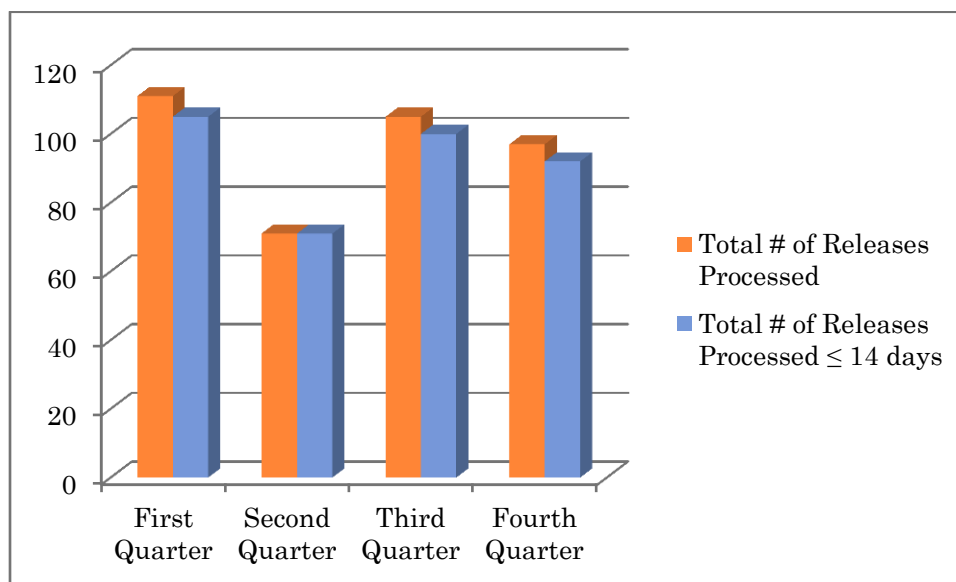
Health Records / Electronic Medical Records (EMR)

- 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:

- EMR Team established to start coordination of switching over to Electronic Medical Records. Territorial Data Integrity Coordinator, Territorial EMR Administrator and Territorial EMR Educator are all located in Hay River.
- EMR team has brought most of the communities in the Northwest Territories onto the Wolf system.
- This includes: Behchoko, Deline, Dettah, Enterprise (part of Hay River), Fort Resolution, Fort Simpson, Fort Smith, Gameti, Hay River, Hay River Reserve, Inuvik, Jean Marie River (Fort Simpson), Kakisa (Hay River), Nahanni Butte (Fort Simpson), Norman Wells, Samba K'e (Fort Simpson), Tsiigehtchic, Tulita, Wekweeti, Whati, Wrigley (Fort Simpson), and Yellowknife
- There is an EMR Deployment and Implementation schedule for 2017 – 2018.
- Goals Achieved. All deadlines were met, CIHI, ROI and Training etc.

Performance Indicators:



Medical Records strives to ensure all clients receive quality care in a timely manner. Even though Medical Records Release of Information are allowed 45 days to process all information requests, staff attempt to complete the request sooner. The measures above indicate how many requests are completed equal to and under 14 days after the completed request has been received in the Medical Records Department.

Midwifery Services

Hay River Midwifery Services provides primary prenatal and newborn care to people who are currently pregnant or planning a pregnancy. Services include preconception counselling, prenatal care and education, referrals for unplanned pregnancy, labour and birth care in Hay River for low risk women, postpartum care for up to one year postpartum 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, community service beds, emergency department, 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. Planned births in Hay River are managed by the midwives working with CSB or emergency department nurses acting as second birth attendants. Hay River Midwifery program staff includes two full time midwives and a part time administrative assistant.

Highlights:

- All midwifery services moved to new hospital by June 2016, clients are very happy with the new birth room and with the clinic space
- Midwives continue to provide NRP and second attendant training to nurses, with high percentage of the regular nursing staff having received this training
- One midwife was contracted to provide NRP training in Cambridge Bay for local nurses, physicians and midwives
- Two different casual midwives hired for holiday coverage in March 2017 and from mid-May until mid-July 2017.
- Two local high school students completed work study placements in fall of 2016, both are planning to attend midwifery education programs
- Two Midwifery students completed placements – a Laurentian University student in February 2017, and a UBC student for two weeks in May 2017.
- Midwives worked with the NWT Advisory Committee on Midwifery to update the Midwifery Practice Framework and create a standard on prescribing, ordering, and administering drugs/controlled substances and medical supplies/equipment.
- Hay River midwife joined the Perinatal Review Committee.
- Significant work has been done to create a template for a database to track midwifery outcomes in the NWT, this could lead to a Territorial Perinatal Database.
- Midwives took part in a training for the Period of Purple Crying Program and are working on implementing this program in Hay River
- Midwives are taking part in the review of the new NTHSSA Bylaws to ensure they meet the needs of their profession
- Midwives took part in audit process to meet standards of continuing competency to maintain their registration

Goals Achieved:

1. Committee formed with public health, healthy families and midwifery to facilitate communication about programs and coordination of services for families in Hay River
2. Client satisfaction surveys are being collected

Performance Indicators:

- Midwives are currently providing care for all of the known prenatal clients in the catchment area, including referrals for termination of pregnancy
- A large percentage of women eligible to birth in Hay River are considering and choosing to stay in the community

HAY RIVER HEALTH AND SOCIAL SERVICES AUTHORITY

Midwifery Program Activities June 2016 – May 2017												
Client Contacts	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
Prenatal	42	39	48	47	41	54	43	52	25	27	31	48
Postpartum mom and babe totals	33	24	33	34	28	34	14	38	65	22	16	31
Total client contacts (visits/phone calls)	136	111	111	112	83	109	64	106	93	68	60	98
Hay River Births	2	2	2	2	1	2	1	4	3	0	0	1
prenatal transfers*	2					2			2			
Medevac in labour				1					2			
Total clients in care	59	41	46	43	41	44	41	39	45	30	37	38
Staff Education Sessions												
NRP												
Sessions				3				1				1
Attendees				8				7				3
Second Attendant												
Sessions								1				
Attendees								4				
ESW												
Sessions												
Attendees												
Prenatal Classes												
sessions							1			3		
attendees							12			6-8		
* prenatal transfers indicate women planning to birth in community who were transferred for specific indications (e.g. post term induction, breech etc.)												

- Community Birth numbers are increasing,
- Women are accessing midwives for many aspects of well woman care
- Majority of regular nursing staff has received second attendant and NRP training

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:

- Pharmacy had a successful move to the new Health Center in May 2016. The scope of the pharmacy has increased with the addition of medication rooms in Ambulatory Care, Emergency Room and Community Support Beds. Pharmacist also actively monitors the medication needs of 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 have proven to increase the quality and safety of our patient care.
- Improvement accomplished with the cooperation between hospital Pharmacist and 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.
- Pharmacist represents HRHSSA on all local and territorial pharmacy related committees.

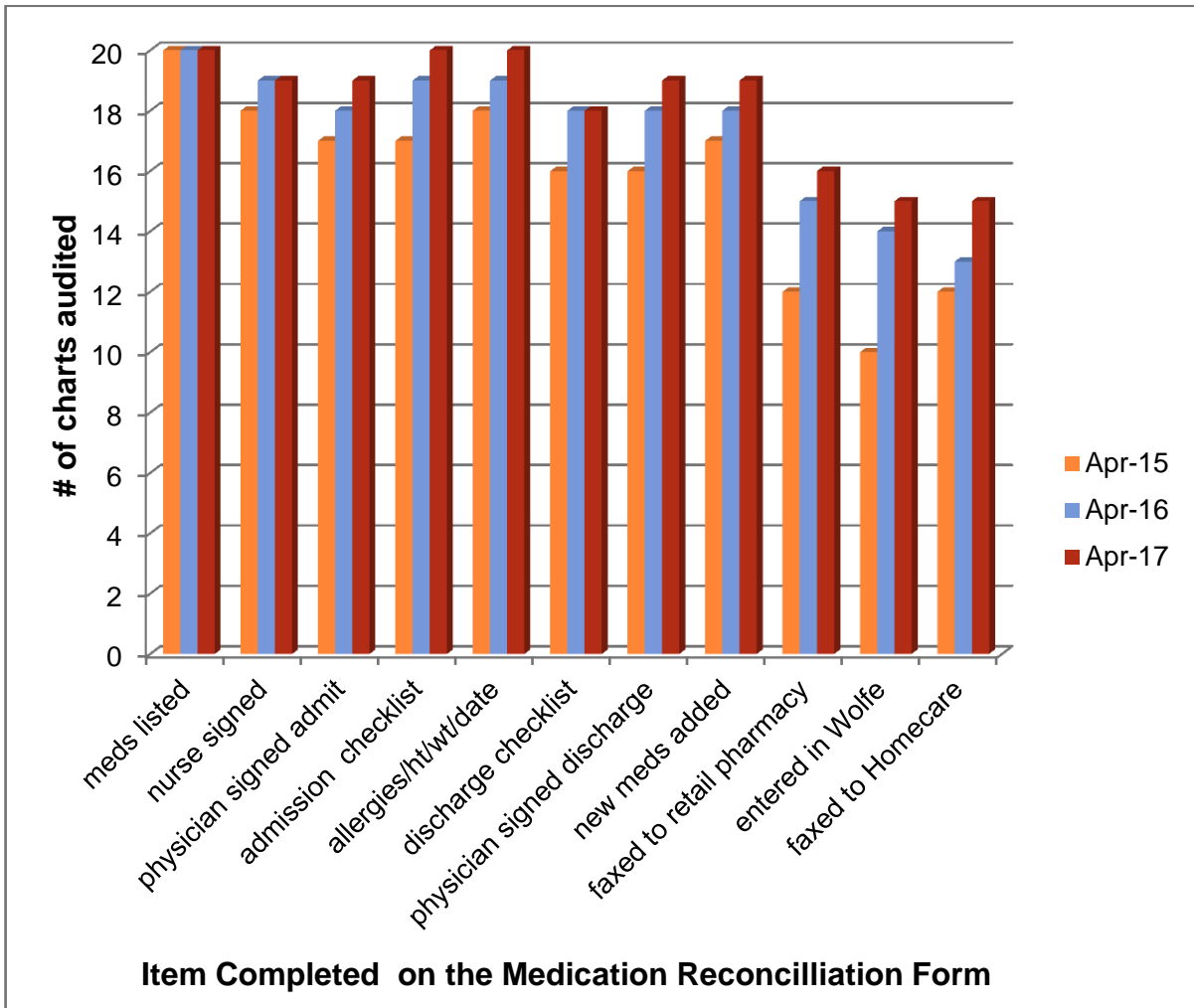
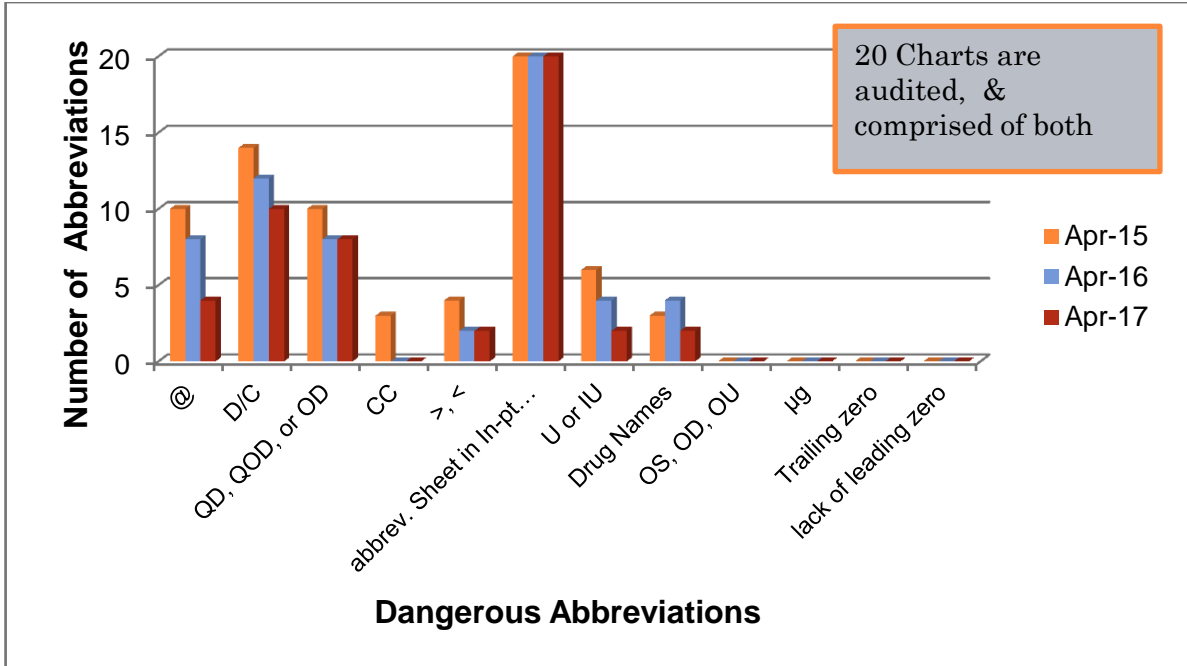
Goals achieved:

- Goal: Medication management standards met and accreditation granted for HRHSSA
- Goal: Antimicrobial Stewardship and Medication Reconciliation in all areas of HRHSSA
- Goal: Pharmacist actively involved with all patient admission and discharge medications
- Goal: Successfully completed the fiscal year under budget

Performance Indicators:

- Dangerous Abbreviation ROP audits
- Medication Reconciliation ROP audits

HAY RIVER HEALTH AND SOCIAL SERVICES AUTHORITY



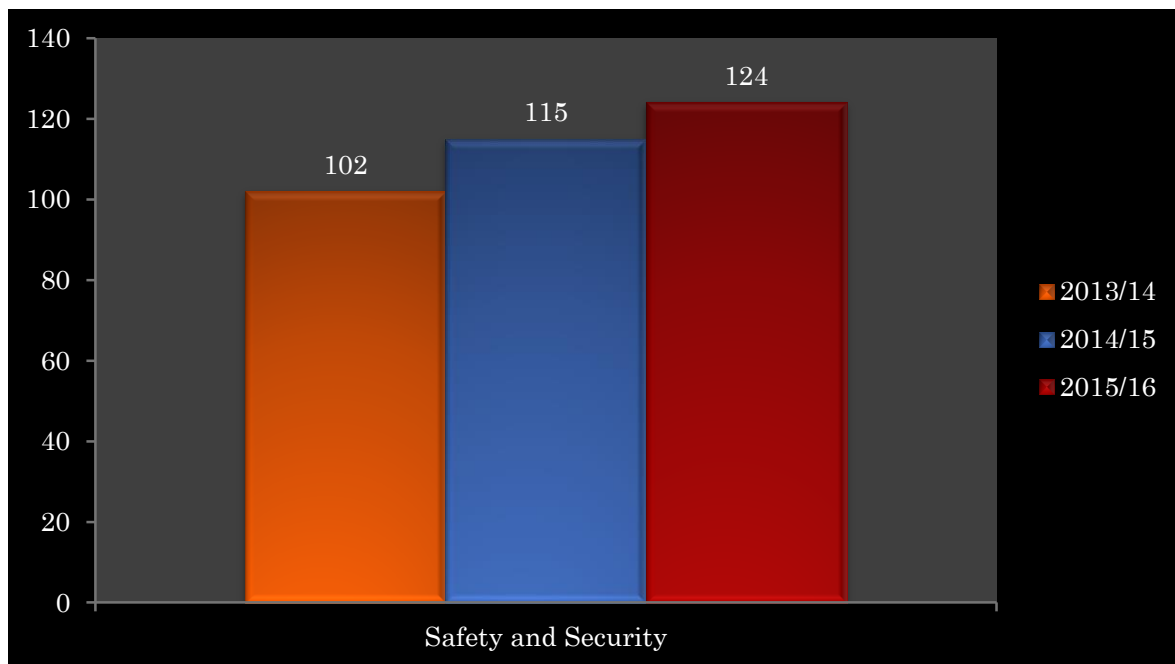
Quality Improvement and Risk Management

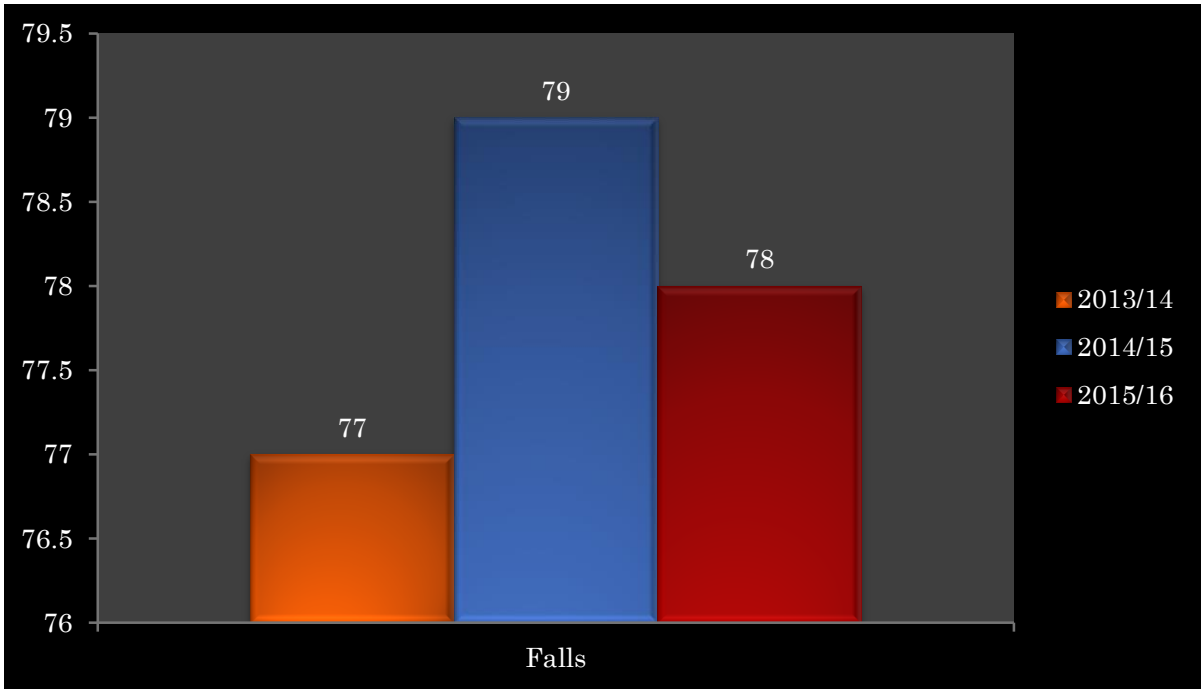
This department is responsible for the overall planning, development and facilitating of an integrated quality management program for HRHSSA including integrating risk management, accreditation, complaint management, interdisciplinary program standards, organization wide quality improvement initiatives, 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:

- HRHSSA was accredited by Accreditation Canada
- 2 perspective analysis carried out this fiscal year, ensuring decisions are based on data rather than gut instinct
- Quality improvement teams have been established for primary care access, RN competency skill management and falls prevention. The primary care team has HRHSSA's first community advisors participating
- Lead on the territorial incident reporting implementation project
- Staff orientation on the ethic's process for HRHSSA is current
- Patient satisfaction survey completed
- The beginning of the roll out of "Quality as a Business Strategy" framework to HRHSSA departments has started





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: Two full-time Occupational Therapists (OT) 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 task of daily life that have value and meaning to a person. Occupations can include self-care (i.e. personal care, mobility), leisure (i.e. social activities, sports), and productivity (play, school, employment, home making).

Physiotherapy: Two full-time Physiotherapists (PT) 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 and 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 and Language Pathology: One full-time Speech Language Pathologist (SLP) 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, and swallowing, augmentative and 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:

- Successful hiring off new staff due to resignations – SLP; 2 PT's; Rehab assistant;
- Successful accreditation
- Re-instated SLP services to Kakisa
- Ongoing training of Pediatric Rehab Aide in delivery of speech therapy
- Introducing group speech-language therapy within the schools.
- PT continues to provide BIPP training for LTC staff
- Handwriting without Tears program implemented in the Kindergarten classrooms at Harry Camsell – facilitated by the Rehab Aide
- OT continues to support ECE self-regulation in the schools by participating with the teachers to implement strategies into the classrooms
- Angie Phenix OT had 2 papers published this year and has been asked to present at the national OT conference in June 2017
- Staff continuing education
- OT collaborating with Home Care and Stanton OT's regarding complex issues in our region with
- PT/OT maintain travel clinics to Ft. Resolution every 3-4 months

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, NT. 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 (3) 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:

- DHSS has trained all CPWs of Hay River with the new 4 SDM tools that includes Screening and Response Priority, Safety and Risk Assessments, Household Strength & Needs Assessment/Reassessment. There are two tools remaining that will also be implemented during this fiscal year.
- One CSSW from Hay River office joined a working group at the DHSS to support SDM team regarding Family Strength & Needs Assessment that was implemented in March, 2017
- Director and Supervisor held SDM educational sessions at the, DJSS, Community Counseling, Medical clinic and Katlodeeche First Nation.
- An action plan was prepared and approved by the CEO, Director and CFS to address the concerns of the audit report. CSSWs also prepared and submitted their plan how they would be following the action plan tasks and since then there has been significant improvements of strength based engagement with the families.
- A previous CSSW position has been converted & approved into Coordinator Foster care and adult services to better serve the foster parent, recruitment of new foster families and children in the out of territory placements.
- Social services staff has completed Accreditation participation and also celebrated Accreditation achievement after receiving the outcome of the Surveyors.
- One of our Permanent youth in care has successfully completed the Northern Youth Abroad Program that was held in Ottawa for six weeks.
- Social Services celebrated National Foster Family Week to appreciate our foster families in Hay River region from October 16th – 22nd, 2016.
- Supervisor has been participating in the Training Working Group of the Matrix, NT at the DHSS (New CFIS) that would be in practice sometime in the fall.
- Social Services approved and sent one CSSW for adoption worker training at the DHSS and this CSSW has successfully received her adoption appointment.
- There has been a significant increase in Out Of Territories placements that in the future will continue as numbers of youth are aging out who requires specialized treatments which will impact our financial budgeting towards adult clients services
- All the active Foster Home reviews are in progress and will be completed by the end of July, 2017

HAY RIVER HEALTH AND SOCIAL SERVICES AUTHORITY

Summary of Foster Home Placements

Provisional Foster Care Placements	Regular Foster Care Placements	Total Active Placements
5	7	12

Summary of Adult Intakes

Adult Intakes	127
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Medical Device Reprocessing

Highlights:

- Supporting other departments through efficient ordering, cleaning and sterilization of supplies and equipment.
- Reorganization of stock within the department to improve efficiency.
- Successfully transitioned to new Health Center with minimal interruption in services.

Goals Achieved:

- Implemented new processes and workflows post move to new Health Center to ensure maintenance of cleaning and sterilization standards.
- Implemented new ordering and stocking processes to maintain adequate stock and supplies.

Performance Indicators:

- Number of washer and sterilizer loads.
- Number of Endoscopes sterilized.
- Dental equipment sterilized
- Maintaining adequate stock and supplies.

	2016/17	2015/16	2014/15	2013/14	2012/13	2011/12	2010/11
WASHER LOADS	654	777	751	1099	982	708	773
STERILIZER LOADS	517	684	606	751	742	452	576
COLONOSCOPY EQUIPMENT	57	84	93	46	53	89	98
GASTROSCOPY EQUIPMENT	10	27	42	7	23	28	19
DENTAL EQUIPMENT	51	1500	1660	196	170	232	142

Note: 2014 to 2016 numbers of dental equipment reflect the number of packages of dental equipment sterilized. Previous year's numbers reflect the number of dental clients.

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 general public.

Highlights:

- Housekeeping has continued to maintain our facilities at a high standard. Currently our Housekeeping Department handles the following sites: HH Williams, Woodland Manor, Supportive Living Program, Harry Camsell School, the Gensen Building and Hay River Regional Health Center. Any deficiencies that become evident are quickly addressed with a plan of action that addresses the need and monitors ongoing improvements. Increased attention has been given to all areas of housekeeping to timely identify risk areas that need a greater focus.
- Dietary has developed seasonal menus.
- Menus for long term care have been developed with input from the residents.
- Efforts are being made to closely monitor and improve any housekeeping areas that need improvement to create a greater standard of infection control.

Performance Indicators:

- Statistics are kept for all departments including cost per meal for Food Services, pounds of laundry per day and per month and extra workload stats for Housekeeping. See statistical tables below.

HAY RIVER HEALTH AND SOCIAL SERVICES AUTHORITY

Dietary Statistical Monitoring for FY 16/17

	Apr il	May	Jun e	Jul y	Aug ust	Sep t.	Oct	No v	Dec	Jan	Feb	Mar
Patient Meals	2590	2683	2589	2558	2459	2425	2602	2354	2356	2363	2158	2487
Non Patient Meals	1389	1489	1365	1350	1298	1320	1358	1368	1642	1425	1356	1550
Total Meals	3979	4172	3954	3908	3757	3745	3960	3722	3998	3788	3414	4037
Total Expenses	91079	104216	102922	99497	98132	99617	99871	98260	101429	100116	95455	104275
Total Cost Per Meal	22.89	24.98	26.03	25.46	26.12	26.60	25.22	26.40	25.37	26.43	27.96	25.83

The average cost per meal for the fiscal year was \$25.77

Dietary Statistical Monitoring for FY 15/16

	Apr il	May	Jun e	July	Augu st	Sept.	Oct	Nov	Dec	Jan	Feb	Mar
Patient Meals	2437	2353	2318	2561	2521	2377	2495	2647	2724	2755	2507	2535
Non Patient Meals	1321	1286	1384	1413	1294	1410	1537	1333	1253	1389	1369	1427
Total Meals	3758	3639	3702	3974	3815	3787	4032	3980	3977	4144	3876	3962
Total Expenses	99665	97612	96379	89945	102610	105493	94698	93701	112721	94447	87198	105392
Total Cost Per Meal	26.52	26.82	26.03	22.63	26.90	27.86	23.48	23.54	28.34	22.79	22.50	26.60

The average cost per meal for fiscal year 15/16 was \$25.29

HAY RIVER HEALTH AND SOCIAL SERVICES AUTHORITY

Laundry Workload Statistics for 2016-2017

16/17	Apr il	Ma y	Ju ne	Ju ly	Aug ust	Se pt.	Octo ber	No v.	Dec .	Ja n.	Fe b.	Ma r	Tota l
Regu lar	798 5	846 0	835 0	69 50	7830	744 5	8065	71 20	835 5	73 25	71 85	872 5	9379 5
Clie nt	460	510	520	59 0	480	540	475	56 0	650	57 0	44 0	540	6365
WLM	111 0	108 0	106 5	10 60	1045	105 5	1060	11 00	108 0	11 90	94 0	126 0	1304 5
Rinsi ng	510	480	740	68 0	670	765	690	64 5	695	74 0	41 0	680	7705
Total	100 55	105 30	106 75	92 80	1002 5	980 5	10290	94 25	107 80	98 25	89 75	112 05	1209 10
Work Days	20	22	19	22	21	20	22	20	20	22	20	21	249

The average number of pounds of Laundry per workday in FY 16/17 was 486 pounds

Laundry Workload Statistics for 2015-2016

15/16	Apr il	Ma y	Ju ne	Ju ly	Augu st	Sep t.	Octob er	No v.	De c.	Ja n.	Fe b.	Ma r	Tota l
Regul ar	755 5	72 70	829 5	851 5	7910	809 5	7755	702 9	769 0	71 00	79 10	81 55	9327 9
Clie nt	485	51 5	605	585	535	535	525	535	490	42 0	47 0	55 0	6250
WLM	118 5	12 25	141 0	130 5	1280	143 0	1245	145 0	126 0	14 00	13 80	15 40	1611 0
Rinsi ng	560	61 0	640	805	670	685	605	650	430	48 5	55 5	60 5	7300
Total													1229 39
Work Days	22	20	21	22	20	21	21	20	21	22	21	21	252

The average number of pounds of Laundry per workday in FY 15/16 was 488 pounds

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 residents. There are 11 permanent residents at the Campus and one respite bed is available. The residents range in age from 26 to 61 years of age. Residents at the Campus have a variety of diagnoses including: acquired brain injury, autism, Asperger's, fetal alcohol spectrum disorder, and organic brain injury with co-morbidities including but not limited to: Type II diabetes, chronic renal failure, hypertension, hyponatremia and schizophrenia.

Highlights:

- 100% permanent resident occupancy, respite bed accessed for 65 days during the past fiscal year. Day program accessed by 1-2 clients on a regular basis
- Training provided facilitated by onsite trainers, Non Violent Crisis Intervention-1 class,
 - First Aide-1 class, CPR-6 classes
- 97% of staff completed Supportive Pathways training
- 2 staff attended PIECES training
- 5 staff attended Basic Foot Care training
- Two POSWs completed Health Care Aide and Phlebotomy training
- 73% of the staff accessed PDI funding
- 100% of staff attended Back Injury Prevention training
- Self-Assessment of Services
- Care bag project for the community
- Younger LTC staff involved in programming
- Full staffing in the Day Program and creation of a Supervisor position from within current staffing
- Introduction of new programming—Life Skills classes, Fun and Fitness, News and Current Events, Cooking classes, Photography Club, Scrapbooking, and Card projects
- Pet bunny joined the SLS family
- Monetary donations from Aurora Ford employees
- Get Active Grant received from NWT Parks and Recreation, three events facilitated—Music Video Mayhem, WHOGA challenge, Frost Bite Pool Party
- Donations from the RCMP/Secret Santa and Senior's Society to purchase resident Christmas gifts
- Day outings to the beach, Kakisa, High Level, Enterprise Jamboree, Kamba Carnival, Fort Providence, Hay River Museum, Yellowknife, Northern Territorial Farm Institute

HAY RIVER HEALTH AND SOCIAL SERVICES AUTHORITY

Goals Achieved:

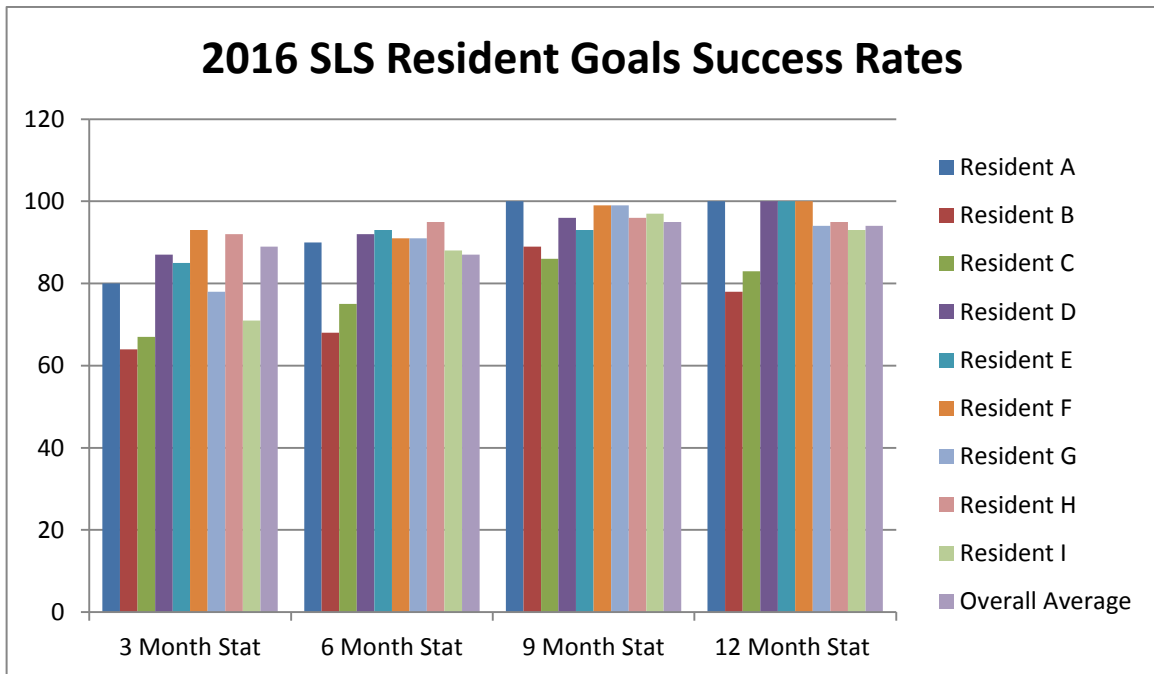
Goal #1--Obtain Accreditation for SLS program, Success, First time accreditation for the program achieved with high percentage of the standards met, only 4 not met 129/133.

Goal #2--Improve attendance—decrease sick time by 10%, successful, sick time decreased by 15% from the department

Goal #3 Positive Team Environment for staff and residents—improved communication, consistency and efficiency in department, Care Plans, Recreation Plans, Behaviour Support Plans and Annual Service Plans streamlined, staff coaching, involvement in development and accountability to ensure plans followed consistently, decrease in challenging behaviours.

Performance Indicators:

Annual satisfaction and self-assessment surveys



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 RCA radiology group in Calgary. The Ultrasound staff liaises with the physicians to provide the best client care possible.

Highlights:

- Successful move to the new Health Center in April
- Maintain small core locum group

Goals Achieved:

- Successful Accreditation
- Provide Ultrasound Services through locum technologists

Performance Indicators:

