

HAY RIVER HEALTH AND SOCIAL SERVICES AUTHORITY ANNUAL REPORT

2020-21



BEST HEALTH. BEST CARE. BETTER FUTURE.





If you would like this information in another official language, call us.

English

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

French

Kĩspin ki nitawih̄tĩn ē nĩh̄yawih̄k ōma ācimōwin, tipwāsinān.

Cree

ᑕᑭᑭᑦ ᑭᑎᑎᑦᑭᑦ ᑎᑎᑎᑦᑭᑦ ᑎᑎᑎᑦᑭᑦ ᑎᑎᑎᑦᑭᑦ.

Tłıchq

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Chipewyan

EDI GONDI DEHGÁH GOT'JE ZHATJE K'ÉÉ EDATL'ÉH
ENAHDDHĚ NIDE NAXETS'Ě EDAHLÍ

South Slavey

K'ÁHSHÓ GOT'JNE XƏDÓ K'É HEDERI
ᑭᑎᑎᑦᑭᑦ ᑎᑎᑎᑦᑭᑦ ᑎᑎᑎᑦᑭᑦ ᑎᑎᑎᑦᑭᑦ

North Slavey

Jii gwandak izhii ginjik vat'atr'ijahch'uu zhit
yinothan jī', diits'at ginohkhii.

Gwich'in

UVANITTUAQ ILITCHURISUKUPKU INUVIALUKTUN, QUQUAQLUTA.

Inuvialuktun

ᑎᑎᑎᑦᑭᑦ ᑎᑎᑎᑦᑭᑦ ᑎᑎᑎᑦᑭᑦ ᑎᑎᑎᑦᑭᑦ ᑎᑎᑎᑦᑭᑦ
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Inuktitut

Hapkua titiqqat pijumagupkit Inuinnaqtun, uvaptinnut hivajarlutit.

Inuinnaqtun

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

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Message from the Public Administrator



Brian Willows, Public Administrator

It is always a pleasure and privilege to be asked to contribute a Public Administrator message for the Annual Report. It provides an opportunity for me to communicate with staff, stakeholders and clients of the issues or issue that is forefront in my mind, and I hope of particular interest to the staff of HRHSSA.

One of the challenges of any organization is effective communication. Early on we recognized that this was an area that needed the attention of the Leadership Team. Over the last 2 years we have spent considerable time and resources to improve HRHSSA communications both within and outside of the organization.

We have seen some improvement, but we still have work to do. The second round of the “Temperature Check Survey” showed an improvement in communications however it also indicated there is still much to do.

The last survey saw 75 participants which was an increase from the previous 50 participants. The survey also indicated that 26% of respondents felt that their day-to-day experience at HRHSSA could improve with better communication. The survey also indicated that communication, or the lack of, was the third leading stressor after COVID-19 and a category called Other. A few areas of feedback suggest we need to a better job of:

- Providing feedback from management reports
- Incorporating feedback from staff and public in decisions
- Better interdisciplinary team communications.

Communication at its core is an exchange of facts, ideas, opinions, or emotions by 2 or more persons. Communication can never be effective if only one party is communicating. Further communication can never be “job done”. Communication is always evolving and requires the commitment of all parties to effective.

I want to thank all those who took the time to participate in the latest Temperature Check Survey. We can be better at communications in HRHSSA and with the help of all staff I know we can make our best efforts to eliminate or at least have control over this workplace stressor.

Brian Willows
Public Administrator
Hay River Health and Social Services Authority



Erin Griffiths, Chief Executive Officer

This has been a year unlike any other.

This past year has reminded us all that nothing is more important than the health and well-being of ourselves and our loved ones. This became apparently clear as we navigated our way through the COVID-19 pandemic, and continue to do so today.

A tremendous amount of work took place before and during the pandemic to build partnerships and position us for success. These local and Territorial partnerships have been key to our ability to respond to the pandemic and will be integral in our work to create a stronger, more integrated Territorial health and social services system.

As we move forward towards what we anticipate to be the end of the pandemic, we continue to build confidence with those we serve. Our teams are constantly growing and evolving to meet the needs of our community and our goal to provide the right care, at the right time, at the right place, by the right provider.

Reflecting back over the past 15 months, it continues to be an honour for me to lead this great organization and a privilege to be a part of an exceptional team of people who are passionate about providing the best care and support for our community.

It's all about people. People with passion and people with a shared purpose. We recognize our responsibility to provide our community with the best quality care and support possible and I am proud to report that our staff deliver on that promise each and every day.

Stay well, take care of yourselves and each other.

Erin Griffiths
Chief Executive Officer
Hay River Health and Social Services Authority

Overview

The Hay River Health and Social Services Authority (HRHSSA) is an accredited, integrated health authority that provides the following services: 19 acute inpatient beds, Emergency and Ambulatory Care, including dialysis and endoscopy; Midwifery Care and Delivery; 25 Long Term Care beds; Supportive Living Campus, a Territorial campus providing 11 permanent residences; Diagnostic Services (Diagnostic Imaging, Ultrasound, Mammography); Laboratory; Medical and Specialty Clinics including Diabetes programming; Social Programs (Community Counselling, Healthy Families and Child and Family Services) Community Health and Home Care, Rehabilitation which include Physiotherapy, Occupational Therapy and Speech Language Pathology; and a full range of Support Services.



OUR MISSION

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

Best Health
Best Health

OUR VISION

Best Care
Best Care

Support the health and wellness of the population

Better Future
Better Future

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

Contribute to a sustainable health and social services System

OUR 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.

Financial Report



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Independent Auditor's Report

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

Opinion

We have audited the accompanying financial statements of Hay River Health and Social Services (the Authority), which comprise the statement of financial position as at March 31, 2021, statement of operations, the statement of changes in net financial assets and statement of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Authority as at March 31, 2021, 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, 2021, 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 these 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 the 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 related 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.

Financial Report

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:

- 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.

Other Matters

The prior year financial statements were audited by another auditor. The auditor had provided an unqualified opinion on July 2, 2020.

EPR Yellowknife Accounting Professional Corporation
Yellowknife, Northwest Territories
June 25, 2021

Statement of Financial Position

Financial Report

HAY RIVER HEALTH & SOCIAL SERVICES AUTHORITY
Statement of Financial Position
As at March 31, 2021

Statement I

	2021 Actual	2020 Actual
Financial Assets		
Cash and cash equivalent (Note 4)	\$ 1,963,562	\$ 602,391
Accounts receivable (Note 7)	2,299,417	1,081,430
Due From Government of Canada (Note 10)	-	3,434
Trust Assets (Note 14)	87,333	74,027
Pensions asset (Note 12)	15,066,000	16,783,000
TOTAL FINANCIAL ASSETS	19,416,312	18,544,282
Liabilities		
Accounts payable and accrued Liabilities (Note 9)	2,536,879	697,356
Employee and payroll- related liabilities (Note 9)	3,001,159	2,694,836
Contributions repayable (Note 27)	3,177,693	2,582,320
Employee future benefits and compensated absences (Note 13)	1,360,933	1,633,970
Accountable capital advance, GNWT, (Note 28)	5,829	5,829
Deferred revenue (Note 26)	63,193	56,633
Trust liabilities (Note 14)	86,564	73,258
Total Liabilities	10,232,250	7,744,202
Net Financial Assets (Debts)	9,184,062	10,800,080
Non - Financial Assets		
Inventory held for use (Note 8)	193,984	205,459
Prepaid expenses and deposits (Note 25)	74,581	208,500
Total Non - Financial Assets	268,565	413,959
Accumulated Surplus (Deficit) (Note 29)	\$ 9,452,627	\$ 11,214,039

Contractual Obligations (Note 16)
 Contingent Liabilities (Note 17)

Approved on behalf of the Hay River Health & Social Services Authority:



Public Administrator



Chief Executive Officer



Director of Finance

The accompanying notes and schedules form an integral part of the financial statements.

Page 1

Statement of Operations

Financial Report

HAY RIVER HEALTH & SOCIAL SERVICES AUTHORITY
Statement of Operations
For the year ended March 31, 2021

Statement II

	2021		2020
	Budget (Unaudited)	Actual	Actual
Revenue			
Contributions from GNWT (Schedule A)	\$ 32,865,340	\$ 34,374,435	\$ 32,670,678
Recoveries	505,700	800,061	888,299
Sales - Patient Revenues	1,219,079	852,699	847,055
Interest	72,000	44,329	77,593
Total Revenue	34,662,119	36,071,524	34,483,625
Expenses			
Administrative and Support Services	8,906,648	9,698,651	9,400,737
Administrative and Support Services-COVID-19 Expense	-	929,758	145,899
Nursing Inpatients Services	4,756,974	3,295,166	4,675,923
Ambulatory Care Services	5,631,779	6,678,325	4,877,923
Diagnostic and Therapeutic Services	2,961,809	3,014,388	2,954,722
Community Health Programs	2,032,668	2,282,516	2,178,429
Community Social Programs	9,281,350	9,763,799	9,843,619
Undistributed	390,000	2,170,333	(981,000)
Total Expenses (Note 24)	33,961,228	37,832,936	33,096,252
Operating Surplus/ Deficit	700,891	(1,761,412)	1,387,373
Unfunded Items			
(Increase) Decrease in post-employment benefits (Note 12)	-	1,717,000	(1,656,000)
(Increase) Decrease in employee future benefits and Compensated absences, (Note 13)	-	273,037	89,166
Adjusted operating surplus (Deficit) before the undernoted	-	228,625	(179,461)
Tangible Capital Assets Rent expense (Note 15)	-	2,211,383	2,119,933
Grant - in - kind - GNWT Assets provided at no cost (Note 15)	-	(2,211,383)	(2,119,933)
Adjusted operating surplus (deficit) for the year	-	228,625	(179,461)
Opening Accumulated Surplus (Deficit)	-	11,214,039	9,826,666
Operating Surplus (Deficit)	-	(1,761,412)	1,387,373
Closing Accumulated Surplus (Deficit)	\$ -	\$ 9,452,627	\$ 11,214,039

The accompanying notes and schedules form an integral part of the financial statements.

Page 2

Client Services

By the Numbers...

Client Services

6,331
Emergency
Department Visits

2,242
Meals on Wheels
delivered by
Home Care Staff

4,558
Immunizations
provided by Public Health

99.11%
Long Term Care
Occupancy Rate

1,044
Hemodialysis
Treatments

9 **Midwifery**
Births in Hay River

69,941
Laboratory tests
processed

17,937
Medical Clinic
patient encounters
& appointments

100% **Permanent Resident**
Supportive Living Services
Occupancy Rate

Acute and Ambulatory Care Services

Client Services

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

Ambulatory Care Service provides 24/7 Emergency care services, a dental surgical program, endoscopy services, hemodialysis, pulmonary function testing, holter monitoring, blood pressure monitoring, phlebotomy services, chronic intravenous therapy infusions, IVAD – porta-catheter flushing, implanted vascular device, transfusions and injections.



Highlights

- 192 Day Surgery procedures: Dental & Endoscopy
- 54 Pulmonary function tests
- 6331 Emergency Department visits
- 1044 Hemodialysis treatments
- 129 Holter Monitors

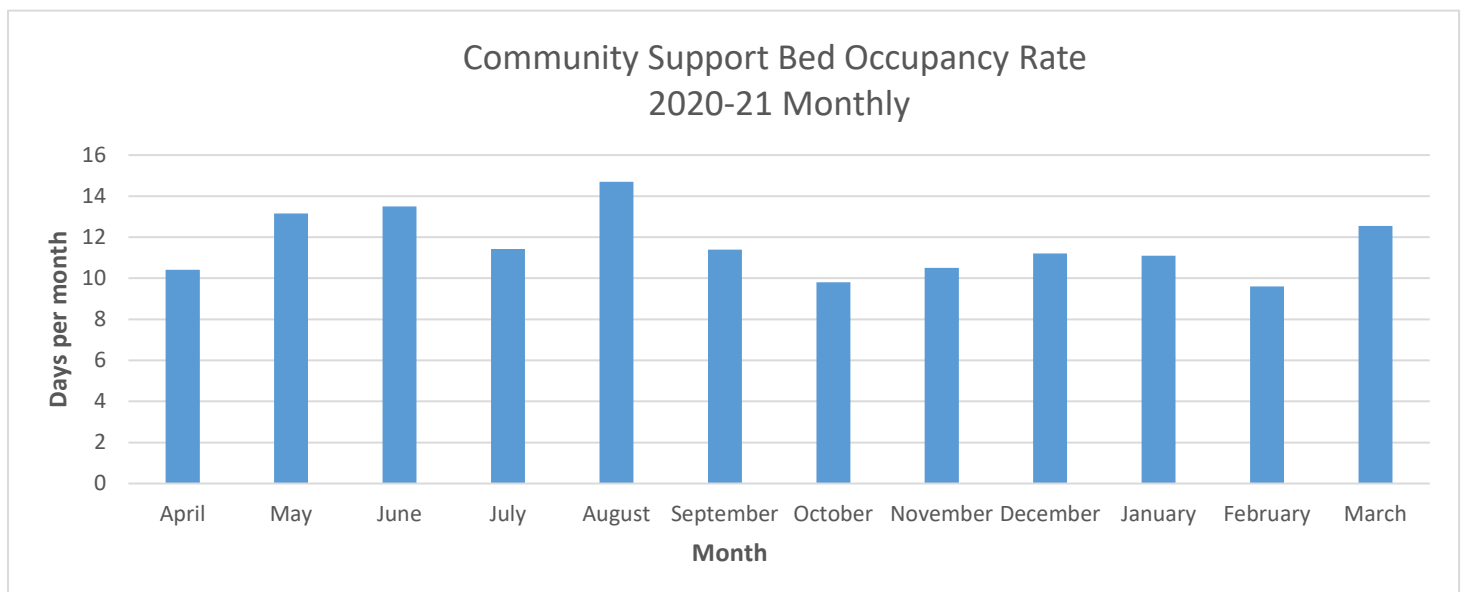
Goals achieved

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.

Performance Indicators

- Nosocomial monthly Infection tracking
- Infection Control Environmental Audits
- Bed Occupancy Rate
- Hand Hygiene Audits

Annual audits are completed on various Required Operational Practices (ROP) to ensure we are maintaining Accreditation standards.



Clinic Services

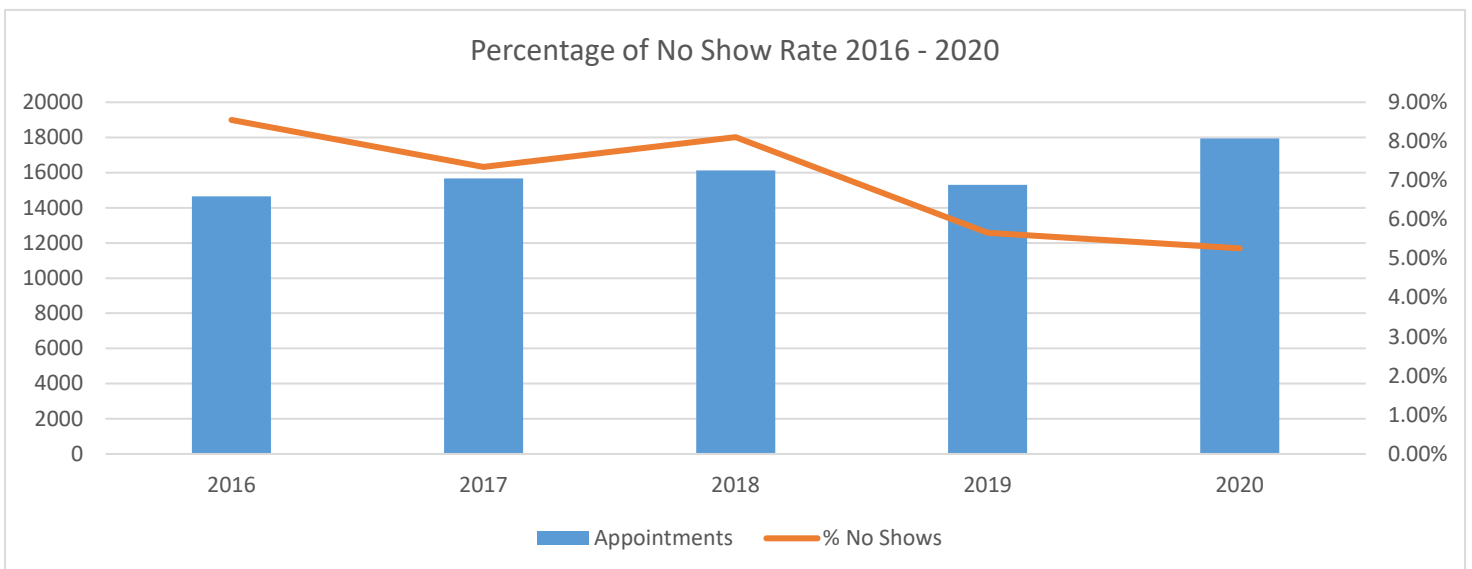
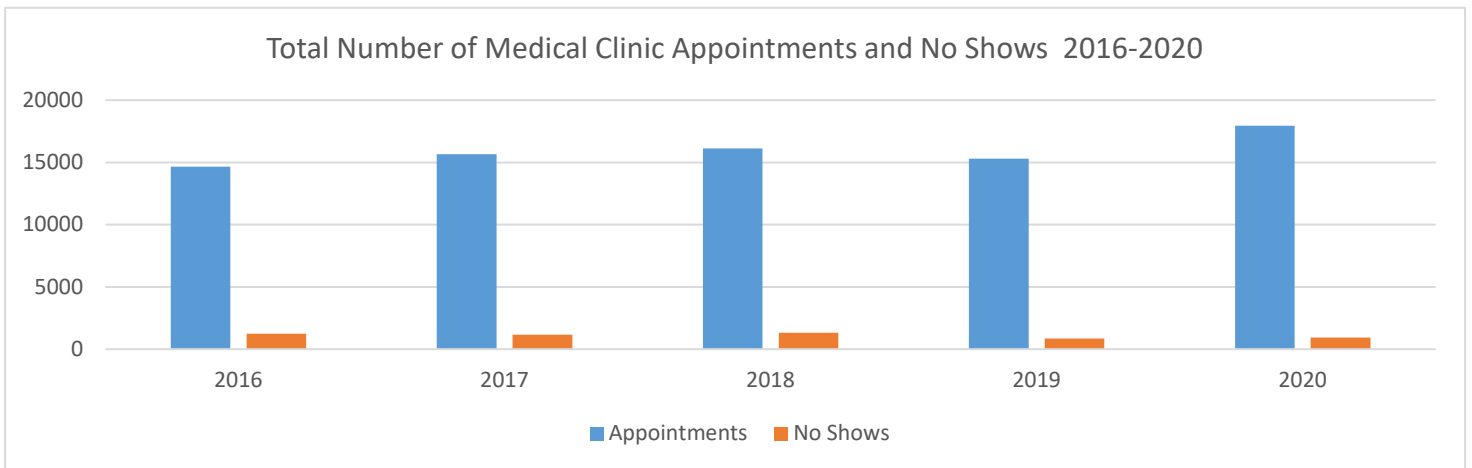
Client Services

Hay River Medical Clinic serves as an entry point for the residents of Hay River and catchment area to access services provided by: Family Practitioners; Nurse Practitioners; Diabetes Educators; Specialists' Services; Telehealth Medicine and Medical Travel assistants.

Specialist services continue to be provided by NTHSSA utilizing the personnel, offices, and equipment of the Medical Clinic, which include: Audiology; Ear, Nose and Throat; General Surgery; Gynecology; Internal Medicine; Nephrology; Ophthalmology; Orthopedics; Pediatrics; Psychiatry; and Sleep Studies.

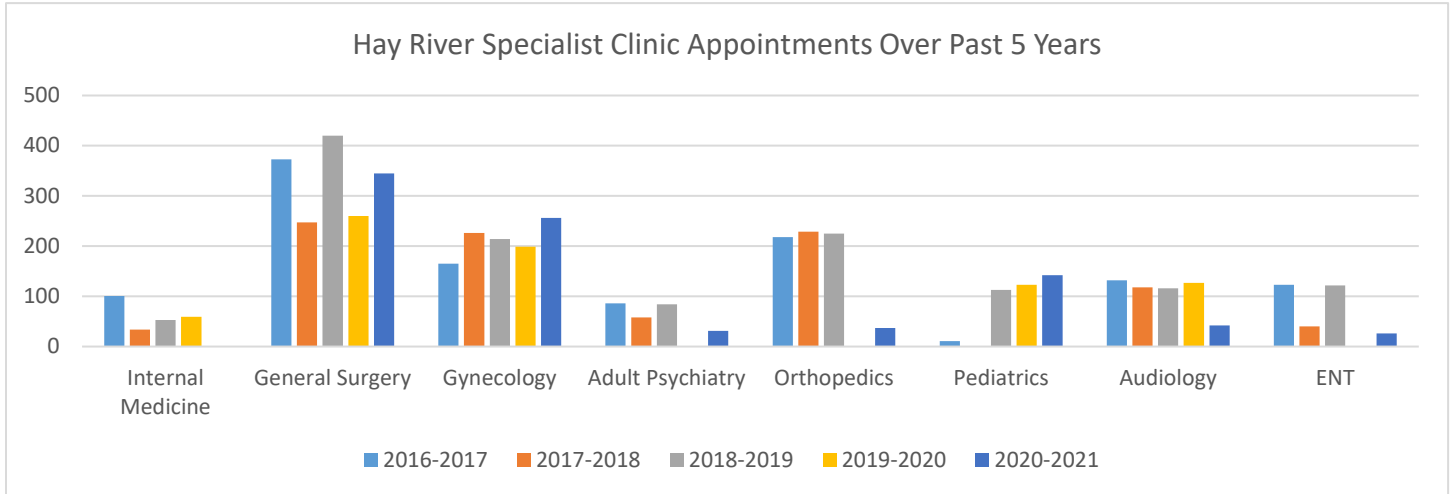
The Medical Clinic was not immune to the change in processes brought about by COVID-19. Some technologies such as telehealth were being utilized by several specialty clinic areas prior to the onset of the COVID-19 pandemic. However, once COVID-19 precautions were put in place restricting travel for specialists and patients, Telehealth and other virtual platforms started being used by specialists to provide consultation services to our patients in Hay River. Locally, in order to comply with COVID-19 restrictions, the Medical Clinic Nurse Practitioners and Physicians would arrange to provide phone follow up visits to our patients as much as possible. Patients expressed satisfaction with phone call visits, as it meant they did not have to book an on-site-visit and arrange their schedule in order to come to the clinic for a face-to-face appointment. Additionally, this lowered the risk of COVID-19 transmission.

During 2020-2021 there were 17,937 patient care encounters and appointments booked through the Medical Clinic. The Medical Clinic still has several appointments where patients "no show", however, we have seen a decrease in the number of no shows over the past 5 years.



Clinic Services *contd.*

Client Services



Highlights

In 2020, the Medical Clinic began returning to a system of Locum NP/MD services. HRHSSA has consistent returning locums, and therefore we are able to provide continuity of care to the Diabetes Education Program; Extended Care and Woodland Manor; and Supported Living Services. Some of our locums are able to provide these services, even when not in Hay River, through Virtual appointments. This helps when the Medical Clinic is working through periods of significant NP/MD locum shortages.

The Medical Clinic Administrative and Nursing staff hosted several prescription renewal clinics over the past fiscal year to offset patients' needs for medical refills. This was done with one or two locum NP's and with the cooperation of Ring's Pharmacy.

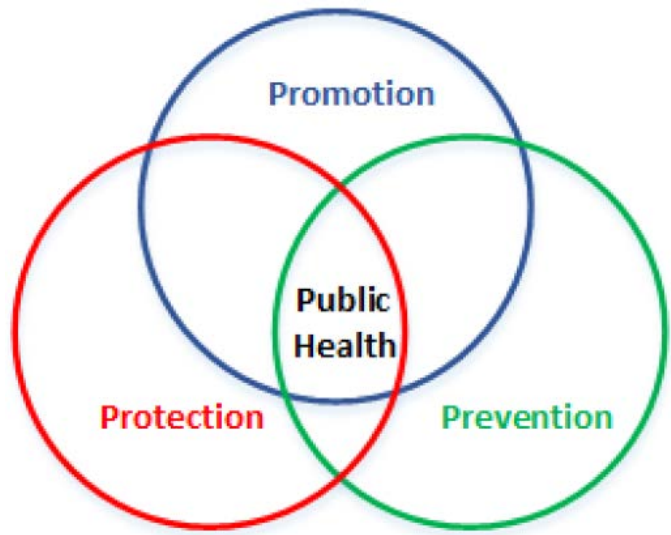
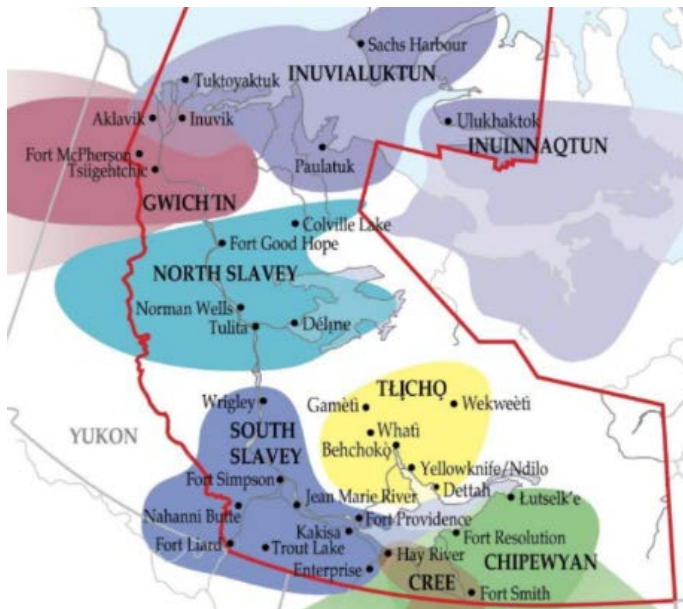


Community Health Services

Client Services

The HRHSSA Public Health unit has six core areas: health protection, health surveillance, disease and injury prevention, health promotion, population health and emergency preparedness and response.

We are one of four units in the Northwest Territories that provides services over 6,000 people across the South Slave Region including Ka'a'gee First Nations, K'at'l'odeeche First Nations, Deninu First Nations, Deh Gah Got'ie First Nations, West Point First Nations, the Hamlet of Enterprise and the Town of Hay River.



Highlights

Healthy Growth & Development:

Immunization: High vaccination coverage rates protect those most vulnerable from disease by creating, “Community Immunity”. Public health offers vaccine preventable disease vaccinations by following the NWT vaccination schedule for residents of the Northwest Territories.

Provided an annual Influenza clinic in November 2020: 1,075 community members have been vaccinated with the influenza vaccine

10 school clinics were completed including K'at'l'odeeche First Nation

- 4,558 immunizations were provided to approximately 3,600 clients seen at the HRHSSA Public Health clinic
- Distributed over 155 doses of the influenza vaccine to staff from the Hay River Health and Social Services Authority

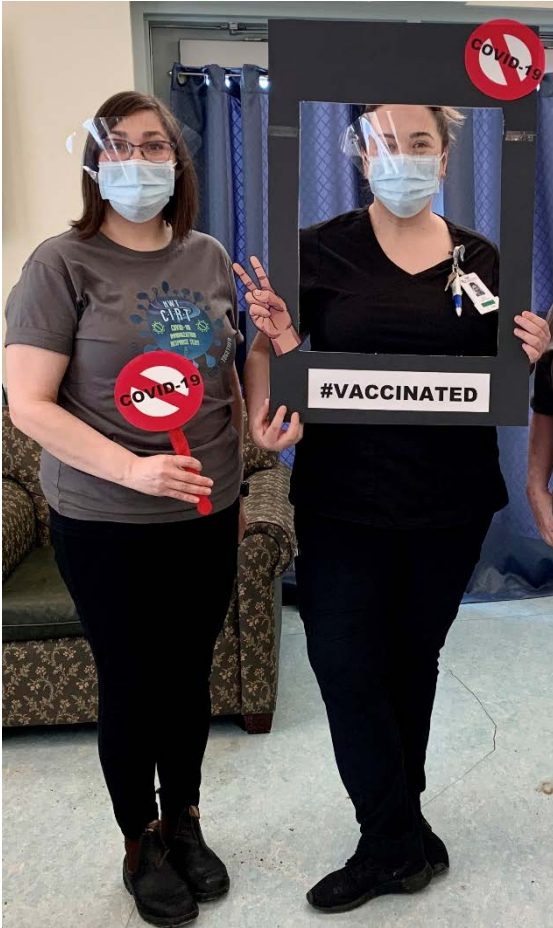
Infectious Disease:

Case management: Public Health nurses managed over 2,500 individual cases related of reportable diseases. Including tuberculosis, sexually transmitted infections, COVID-19, MRSA, vector borne diseases, respiratory contact and blood borne pathogens. There have been no reported influenza cases this year. The largest portion of the reportable diseases being those tested for COVID-19. Of the 1,186 total swab collections, 156 of which were related to positive wastewater testing surveillance.

Outbreaks: Public Health continues to follow up on two confirmed outbreaks in the Northwest Territories: Syphilis and COVID-19.

Community Health Services *contd.*

Client Services



Sexual Health: In August 2019, a syphilis outbreak was announced and continues to be an alert in our Territory today. The sexual health program ensures that priority populations have access to sexual health services and support that prevent exposure to sexually transmitted infections.

COVID 19: Public Health is committed to report to the CPHO in accordance with the Public Health Act, public health emergency planning and regulations to ensure the standards of practice in the emergency vaccination administration, planning and implementation the measures to contain the outbreak and further spread of COVID-19.

Public Health continues to have an offsite testing center for community members estimating 100 people seen per week. There are currently three ID Now rapid testing units located at HRHSSA, two of these units are located at our testing clinic.

Public Health in Hay River was involved every step of the way:

- COVID-19 immunization response team: A response team that offered education, resources, up to date information for our global pandemic
- COVID-19 Vaccination Strategy team
- Public Health Agency of Canada (PHAC) emerging issues related to COVID-19
- COVID-19 Territorial Steering Committee
- Vaccination outreach strategy: Public Health Nurse (PHN) has called over 1,000 people to review information regarding the COVID-19 vaccination

We continue to strive for maintaining established and new partnerships with private, non- profit, community workings groups, Councils including Inuit, Metis and Dene people of the Northwest Territories. Increase cultural competencies, multicultural and inclusive methods to maintain health and wellness.



Diabetes Program

Client Services

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). The Diabetes Program is located within the Medical Clinic of Hay River Regional Health Center and accessed through self-referral or referral from a health care provider.

Highlights

- Virtual Care allowed safe and sustainable programming to continue despite ongoing COVID-19 pandemic
- Monthly travel clinics to the Anne Buggins Wellness Center

Education:

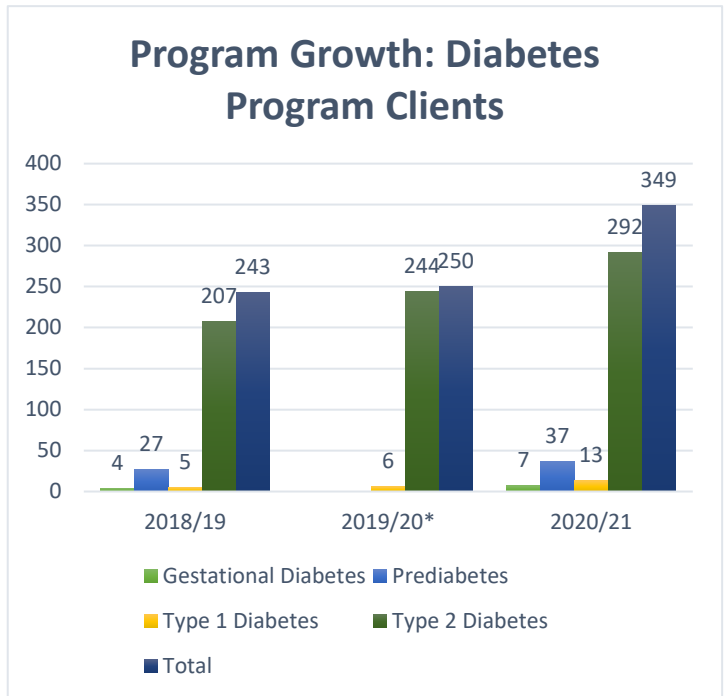
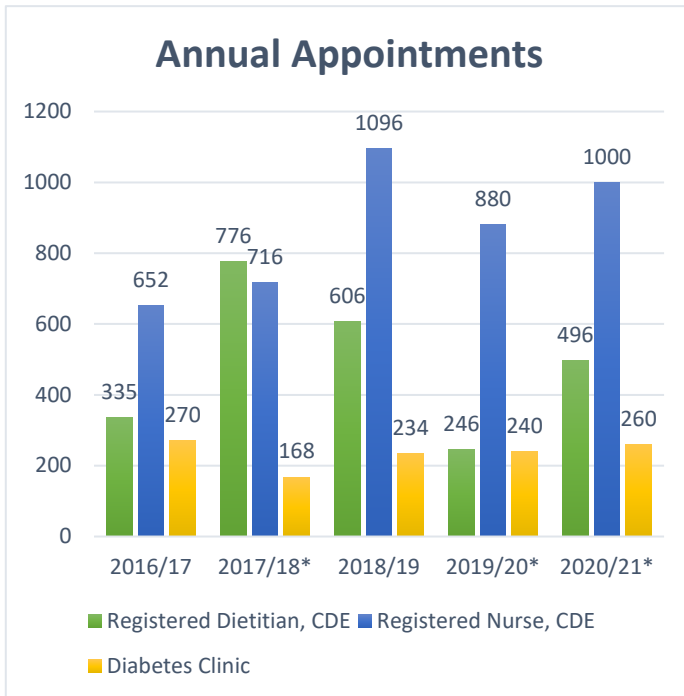
- Staff completed online Intensive Insulin Management course
- Dietitian currently studying to obtain CDE designation and Craving Change certification

Projects:

- Policy development: Insulin Management policy, Hay River Diabetes Rules Initiative process and Diabetes Program: Referral, Follow-up and Discharge process
- Basal Bolus Insulin Therapy (BBIT) guidelines, order sets and education was implemented summer 2020
- Dietitian virtually mentored two dietetic students on a menu development project and collaborated with the kitchen and homecare to improve Meals on Wheels program

Staffing:

- Consistent Nurse Practitioner services has sustained access and continuity of care for clients



***2017/18 Limited RN services**
***2019/20 Limited RD services**
***2020 RD services resumed in July**

***No Dietitian in 2019/20 to offer services to clients with GDM and Prediabetes**

Diagnostic Imaging

Client Services

Diagnostic Imaging Services include the provision of quality general radiology views performed with both a fixed radiology room and portable equipment when required. Images are reviewed and reported by offsite Radiologists at the Mayfair Radiology group in Calgary. The Diagnostic Imaging staff liaises with the practitioners to provide the best client care possible.

Highlights

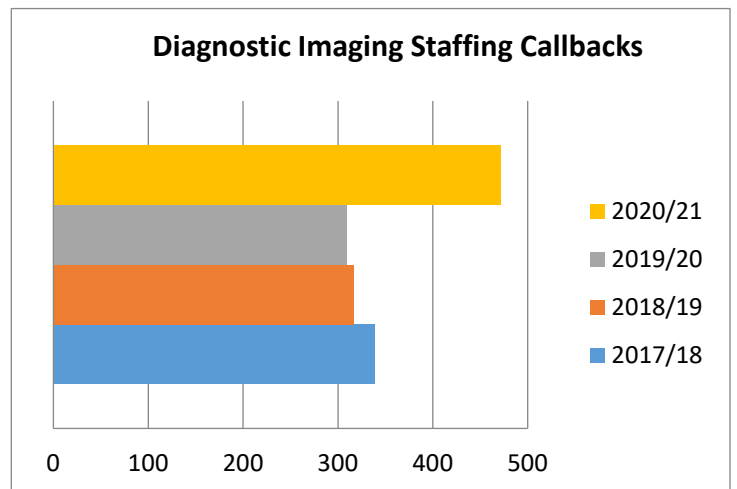
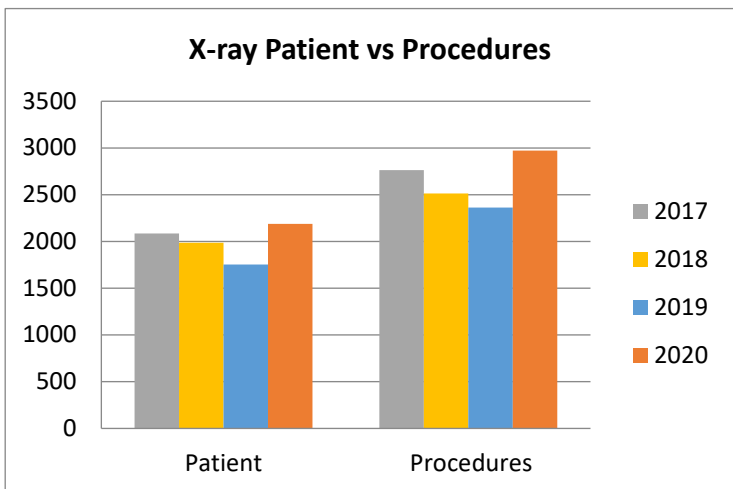
- Successful compilation and implementation of COVID-19 prevention strategies
- Elimination of faxed results; DI results are now delivered electronically through the EMR

Goals Achieved

- Staff continuing education requirements are up to date
- Practitioner Satisfaction Survey completed

Partnerships

- Continued partnership with HRHSSA Practitioners
- Partnerships with NTHSSA have been maintained and in some instances, enhanced



Dialysis

Client Services

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

Highlights

- Nephrologist travel clinic visits Hay River every four months
- Alberta Kidney Care – North (AKC-N) contract ensures the Territory has access to current policies and procedures, education and ensures best practices are maintained
- New dialysis machines scheduled to arrive in the summer of 2021
- Plans to increase capacity underway
- 1st Annual Kidney Walk held with HRHSSA staff
- New client chairs arrived for the Unit

Goals Achieved

Maintaining a highly trained complement of staff with plans for ongoing training.

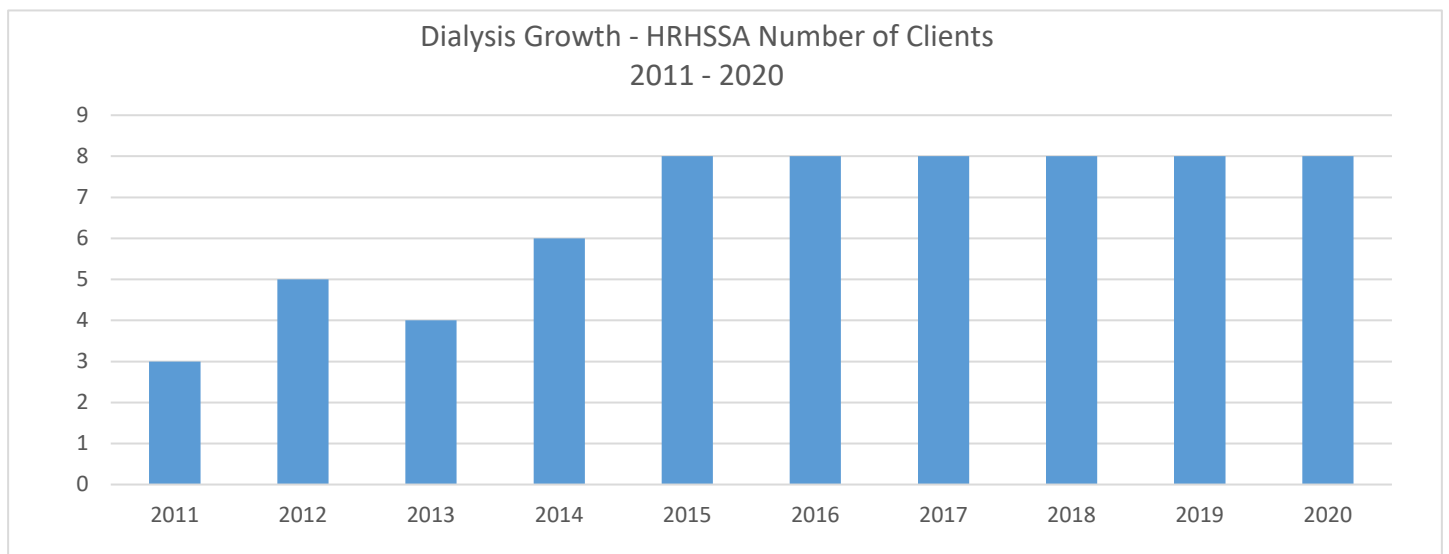
Assigning primary nursing roles for dialysis staff:

- Medication Reviews
- Anemia Protocol
- Calcium, Phosphate PTH, and Vitamin D Protocol
- Case Reviews
- Transonic Review

Improvements in Territorial Renal Program roles and responsibilities.

Performance Indicators

Growth in HRHSSA Hemodialysis Program Numbers



Health Records/Electronic Medical Records

Client Services

Highlights

- Mandatory reporting deadlines met two months ahead of schedule for all CIHI submissions (Canadian Institute for Health Information)
- **One patient, one record, one complete and integrated history.**
- Client information/documentation requests processed prior to the 45 day mandatory deadline
- Processing the release of information to Lawyers, RCMP, Insurance Claims and other Institutions where the patient is receiving care
- Manages the compilation of all reports and information generated in the health care of the client
- Electronic Medical Records (EMR) team provides support to healthcare providers to access patient records
- EMR team partners with the Northwest Territories Health and Social Services Authority to facilitate training, data integrity and systems administration of the electronic medical record to new users across the Territory

Performance Indicators

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

	FIRST QUARTER	SECOND QUARTER	THIRD QUARTER	FOURTH QUARTER	TOTAL
TOTAL # OF RELEASES PROCESSED	81	101	88	121	371
TOTAL # OF RELEASES PROCESSED ≤ 14 DAYS	67	96	88	121	371

Home Care

Client Services

Home Care services focus on assisting clients to be able to live at home independently for as long as possible. Home Care is composed of registered nurses (RN), licensed practical nurses (LPN) and home support workers (HSW) that provide services which include nursing care, personal care and assistance with activities of daily living when clients are no longer able to perform these activities on their own. While Home Care services are most often delivered in the home, our team will work with clients and families to deliver services in a variety of other settings. Home Care works collaboratively with the client and their families to ensure inclusiveness when creating, maintaining and updating care plans.

Home Care enhances client and family control of health circumstances, lifestyle and culture in spite of declining age, health or disabilities. Home Care allows clients to achieve and maintain health and enhance feelings of independence, self-worth, responsibility and dignity.

Home Care *contd.*

Client Services

Services Provided

Nursing

- Advanced assessments (physical, emotional, social, and spiritual)
- Medication monitoring and management
- Advanced dressings and wound care
- Continuation of hospital procedures
- Palliative care
- Health education to client and family
- Client advocacy
- Client counseling and support services
- Referrals to community agencies
- Coordination of services with other departments and agencies

Home Support

- Assistance with bathing, grooming, dressing, and personal comfort
- Assistance with physical activity and exercise to increase mobility
- Routine foot and nail care
- Recreational opportunities to promote social interaction
- Health education and teaching
- Respite care
- Palliative care

Foot Care

- Advanced assessment of client's feet and development of an individualized foot care plan
- Education in healthy foot care practices
- Treatment to protect, restore and promote foot health and mobility
- Referrals to consultants and other health care agencies.



Highlights

- Implemented the Paid Family Care Giver program in collaboration with the GNWT
- This pilot project continues to be successful and currently has eight clients enrolled
- Advancements towards the implementation of an electronic client record system (interRAI) continues to progress
- COVID-19
 - Changes to practice were diligently adapted. Staff continued to work hard in ever changing environments and they were able to adapt to the increased demands
 - Changes to practice by staff included pre-screening clients prior to visits, increased cleaning of high-touch surface areas, routine cleaning of vehicles after each client, following guidelines that were changing constantly, social distancing within the office, mandatory PPE, and constant exposure to clients within isolation centers
- Three new employees were recruited within the department
- Department had supervisory changeover
- During the most recent months, clients were assisted with evacuation plans to ensure they were not displaced after the emergency evacuation of Vale Island.

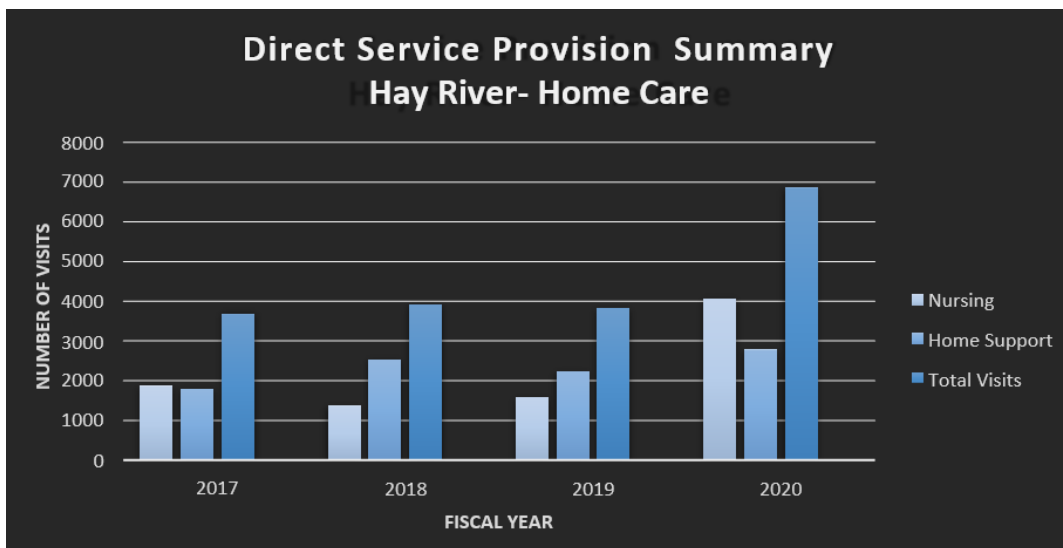
Home Care *contd.*

Client Services

- Home Care has been managing the Meals on Wheels program for over a decade now and recently started to work with the HRHSSA Registered Dietitian to improve and revitalize the program. This involved collecting data and surveying participants. The program currently runs 5 days a week with services provided by home support workers.
- Due to COVID-19, volunteers were no longer an option for this program and staff have since taken on the task to deliver meals. The Meals on Wheels program has 25 clients with 2,242 meals delivered!

Direct Client Services Summary

Year	2017	2018	2019	2020
Number of Visits Nursing	1880	1382	1594	4078
Number of Visits HSW	1808	2548	2247	2795
Total Visits	3688	3930	3841	6873



Honorable Mention

Home care worked in collaboration with the Alzheimer society of Canada to provide client centered care and Alzheimer’s awareness.

In addition, Mary Buckley was recognized by the Alzheimer Society for her hard work put in as a volunteer and resides as a community dementia ambassador for the Northwest Territories. Mary was also selected to be on the expert panel for the Dementia Guidelines and Best Practice Initiative.

Laboratory

Client Services

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 technologists liaise with practitioners to ensure the best care for the client.

Highlights

- Approval for additional staffing
- Successful compilation and implementation of COVID-19 prevention strategies

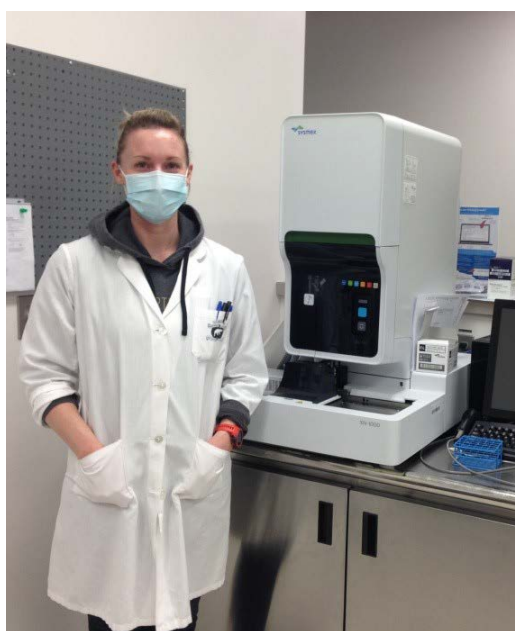
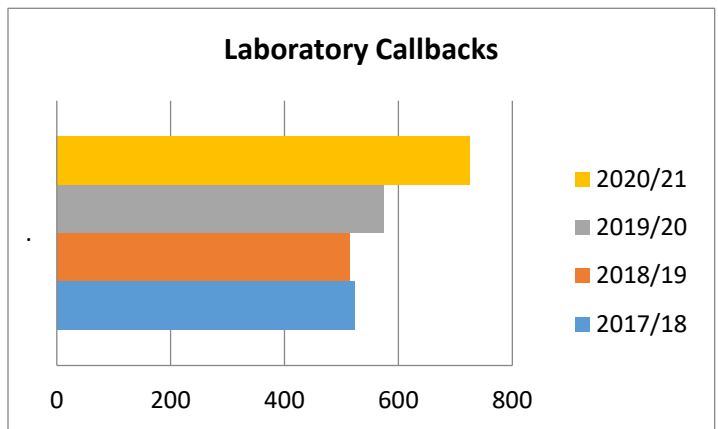
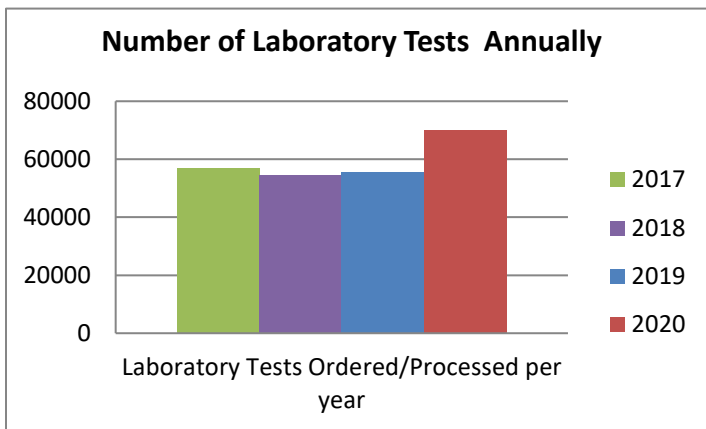
Goals Achieved

- Staff licensure up to date
- Successful Validation Coagulation analyzer
- Installation of new Hematology analyzer

Partnerships

- Continued partnership with HRHSSA Practitioners and service end-users. Partnerships with NTHSSA have been maintained and in some instances, enhanced. From March 25, 2020 to February 2021 HRHSSA Laboratory processed the routine Lab samples from the Fort Smith Region and, on occasion, Stanton Territorial Hospital.

Performance Indicators



Long Term Care

Client Services

Long Term Care (LTC) services provide care to 23 Long Term Care permanent residents and 2 Respite clients at Woodland Manor. Our aim is to provide individualized care for residents who are no longer able to live independently in their own homes or with family and require supervision in a safe, homelike environment. Long Term Care is a home based health care facility for adults of various ages who require access to 24 hour nursing care, for their safety and well-being. The LTC residents range in age from 38-92 years of age.

Highlights

This year has been life changing for our residents, families, staff and leadership. Our Long Term Care facility as well as long term care facilities across Canada was significantly impacted by COVID-19. The impact of the pandemic on our lives, the world and work environment as we knew it are forever changed.

Our staff have been a frontline support and a secondary family for our residents. They have done an amazing job of filling resident's days with activities, music, love, joy and laughter, while our residents lived in lock downs and shut out of the outside world and their loved ones. The lack of physical touch and face-to-face visits were challenging for so many residents and our staff did an amazing job in the face of uncertainty and fear. Palliation of our residents was so isolating and lonely and we will forever take that experience with us as care staff. Our staff and leadership were challenged with additional tasks, increased workload, PPE, staff burnout, but managed to maintain their professionalism and strong work ethic.



- 99.11% occupancy rate and 7 clients awaiting LTC placement with the Territorial Admissions Committee for Hay River as of April 2021
- 54 % occupancy rate for Respite Care beds
- Two LTC beds dedicated to Respite Care
- Day Program Suspended due to COVID-19 restrictions and guidelines
- Mandatory PPE, high contact surface area cleaning, Infection Prevention and Control requirements, Hand hygiene, protocols, guidelines, screening forms (staff, resident and visitors), visitor restrictions
- COVID-19 ongoing with new variants of concern
- COVID-19 meetings (internal/ external)
- Pandemic planning
- Resident and Family Surveys completed

Long Term Care *contd.*

Client Services

- Activities/Outings: barbeques, bus rides, Christmas Twinkle Tour, outside walks, vintage car show brought to WLM, minute to win it, wheelchair races, draws, baking, games, window art, art projects, fashion show from recycled items, Mother's Day tea and photo booth, Father's Day barbeque, Ice Cream Shop over summer months, parking lot games, gardening, window/phone and virtual visits, fish and chips delivered from the Wharf, July 1st COVID-19 style decorated bus with seniors entered into the Canada Day Parade, private Christmas shopping facilitated by Ring's Pharmacy
- Parks and Recreation grants supported an Art Showcase, Elvis Presley Show and Arm Chair Travel to Italy activity
- Quarterly Resident and Family Council Meetings
- Quarterly Medication Reviews
- Visual Management Board implemented - Leadership Training
- Moderna Vaccinations - staff and residents

Donations received:

- \$921.88 in personal monetary donations from family members
- \$500 monetary donation from the Hay River Seniors Society
- 3 summer students- labor donation by Rowe's Group of Companies to cut grass and weed gardens
- Catholic women's league - donated blankets and treats to the residents
- K'at'l'odeeche First Nation - donated blankets and \$100 dollar gift certificate for each resident
- Hay River Legion and Hay River Elks financial donation for resident Christmas gifts
- Residents donated homemade poppies to the Legion for Remembrance Day

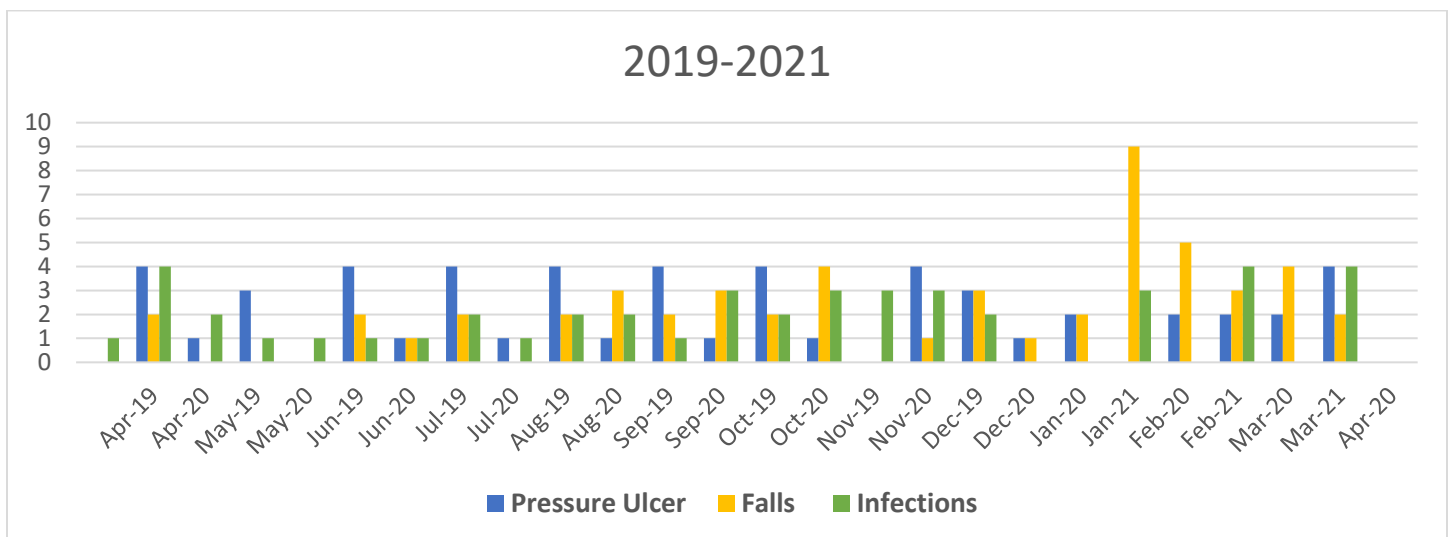


Training:

- Non-Violent Crisis Intervention
- CPR recertification
- BIPP recertification and training- continuously offered
- Phlebotomy
- Mandatory training- ongoing by all staff

Grants:

\$1500-Get active Grants- NWT Parks and Recreation
 \$5000- Grant- New Horizons Senior Program- indoor gardening project



Mammography

Client Services

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

Highlights of this Year

- Successful movement of the Mammography program to the EMR from paper charting
- Updated screening letters

Goals Achieved

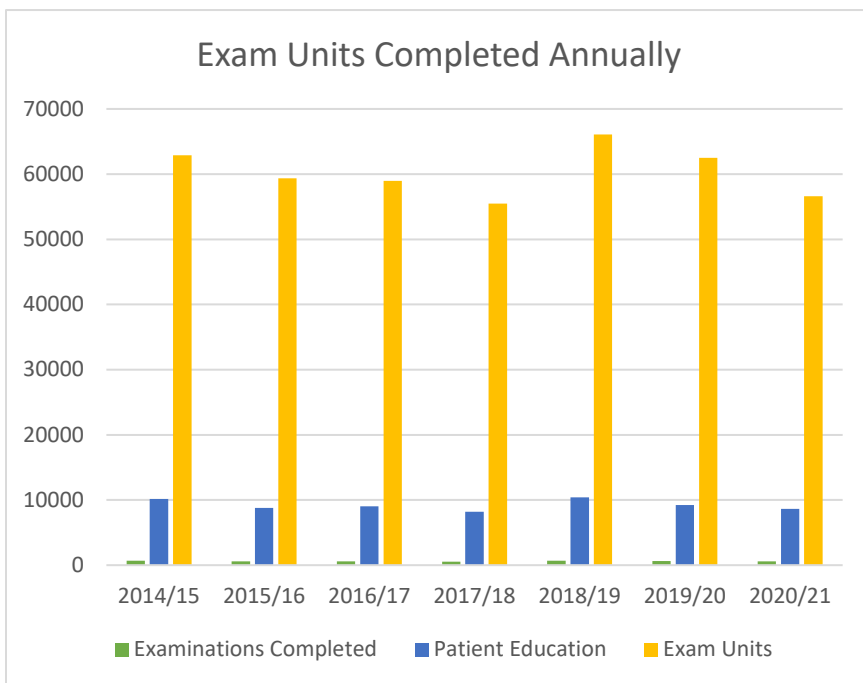
- Safely Conducting Screening Mammography clinics during COVID-19 pandemic
- Expanded pool of locum mammographers

Partnerships

- Partnerships with NTHSSA have been maintained and in some instances, enhanced
- 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. We are hoping to resume our connection with the Community Health Fair groups once Covid-19 restrictions have been lifted.



Performance Indicators



- The numbers calculated are based on the Workload Measurement System Manual for Diagnostic Imaging Services and aligned with the Breast Screening Program in Yellowknife.
- 7 days of clinics in the 2019/20 fiscal year were cancelled due to Covid-19; clinics scheduled for April and May of the 2020/21 fiscal year were also cancelled due to Covid-19.

Our average Turn-around Time for Mammography reports increased to 2.41 days. According to healthline.com; it is common for a screening report to take 2 – 4 days to get to a practitioner. Cancer BC indicates results available within 3 weeks of the examination.

Medical Device Reprocessing

Client Services

Highlights

- Supporting departments through efficient ordering, cleaning and sterilization of equipment and instruments
- Reorganization of stock within departments to improve efficiency
- Developed new checklists for each department to improve ordering and reduce overstocking

Goals Achieved

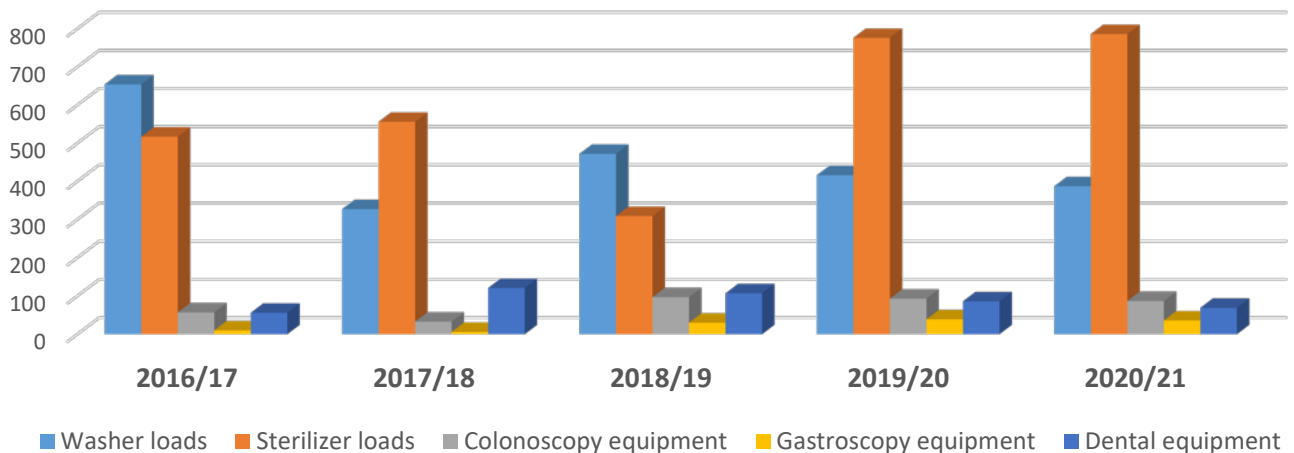
- Implemented new processes and workflows to ensure maintenance of cleaning and sterilization best practice standards
- Implemented new ordering and stocking processes to maintain adequate stock and supplies
- Evergreen – Scope exchange program implemented
- CSA Standards meeting all criteria
- Required Operational Practices (ROP) for Accreditation Canada on an ongoing basis

Performance Indicators

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



Annual Statistics



Midwifery

Client 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.

Highlights

- 2020 was a challenging year for staffing within the Midwifery program. Upon the receipt of an employee resignation, the position was replaced with casual Midwives as ongoing recruitment efforts continued.
- Most projects and community engagement activities were suspended due to COVID-19.
- Despite this, ongoing efforts towards BFI status continued. HRHSSA participated on the Infant Feeding Territory working group and the Breastfeeding Committee for Canada group. Interdepartmental meetings between Healthy Families, Public Health and Midwifery continued and data collection was restarted in September 2020. Preliminary data from 2018-2020 show that the breastfeeding rates are going down and work is now being done to improve this.
- A new full-time midwife was hired in November 2020
- Midwives continue to provide Neonatal Resuscitation Program and second attendant training to CSB/emergency nurses
- Community engagement project restarted in the fall of 2020, successful engagement with Fort Resolution held virtually in Feb-Mar 2021. Awaiting finalization of project and further discussion regarding potential start of in-person visits in the Fall of 2021.



Goals Achieved

- Midwives attended professional development at Stanton (virtually)
- Regular Maternity Care Committee meetings with obstetrician Dr. Bing Guthrie ongoing
- Community engagement project restarted, well attended by Fort Resolution community
- Offered extended hours to offer more lab services for pregnant patients when laboratory services went to appointment only due to COVID-19

Performance Indicators

Midwifery Program Activities – April 2020 to March 2021												
	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Client Contacts	56	90	77	72	71	66	61	56	72	61	65	75
Prenatal Visits	42	34	34	34	20	28	24	28	34	25	36	23
Postpartum Visits (mom/baby)	3	9	5	12	14	11	12	5	9	4	3	11
Other visits	7	22	20	12	16	14	8	11	20	28	23	14
Hay River Births	0	3	1	0	0	1	1	1	0	0	0	2

Pharmacy

Client Services

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.



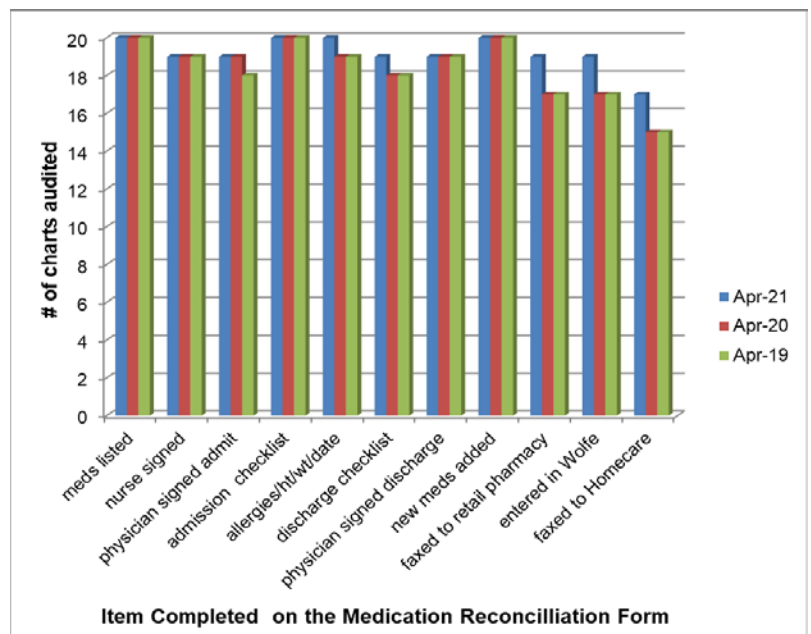
Highlights

- 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 ensure that we keep up to date with the increased scope of practice that pharmacists across Canada are acquiring to ensure the continued best use of their pharmaceutical role in the team approach to patient care.
- Pharmacist actively monitors and ensures 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 and discharge. These are areas 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.

Goals Achieved

- Goal: All medication needs for COVID-19 and pandemic planning were available at HRHSSA
- Goal: Pharmacist actively involved with all patient admission and discharge medications
- Goal: Accreditation policies and procedures updated; particularly Medication Reconciliation
- Goal: Planning and training with NTHSSA and BDM Pharmaceutical System for new pharmacy computer system
- Goal: Completed the fiscal year within budget

Audit of the Medication Reconciliation Form



Rehabilitation Services

Client Services

Occupational Therapy (OT)

There are two full-time OT positions within HRHSSA. HRHSSA had been utilizing the services of only one full time OT until December of 2020. Efforts to recruit OTs have been challenging, and we continue to actively recruit. OT's work with people of all ages to promote health, prevent disability, and develop or maintain abilities. The OT's education, skills and expertise assist people in a wide spectrum of health promoting modalities, for example: an OT can assess those with concerns for Autism Spectrum Disorder or Attention Deficit Hyperactivity Disorder, designing and create adaptive equipment or mobility-assist devices for persons with disabilities and assist people with neurological disorders such as brain injury or stroke.

Physiotherapy (PT):

HRHSSA has one full time PT, and one casual PT providing virtual care. PTs help to manage and prevent a number of physical problems due to 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)

HRHSSA has the capacity for one full time SLP, and HRHSSA is actively recruiting for this position. An SLP is a communication specialist, 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 and alternative communication.

Pediatric Rehabilitation Aide (PRA)

HRHSSA SLP/OT program is enhanced by a Pediatric Rehabilitation Aid (PRA). The majority of the PRA's duties are to carry out SLP/OT therapy plans for children in the schools. The PRA, when not directly working with children in their care, carries out other duties such as maintenance of rehabilitation records and material preparation.

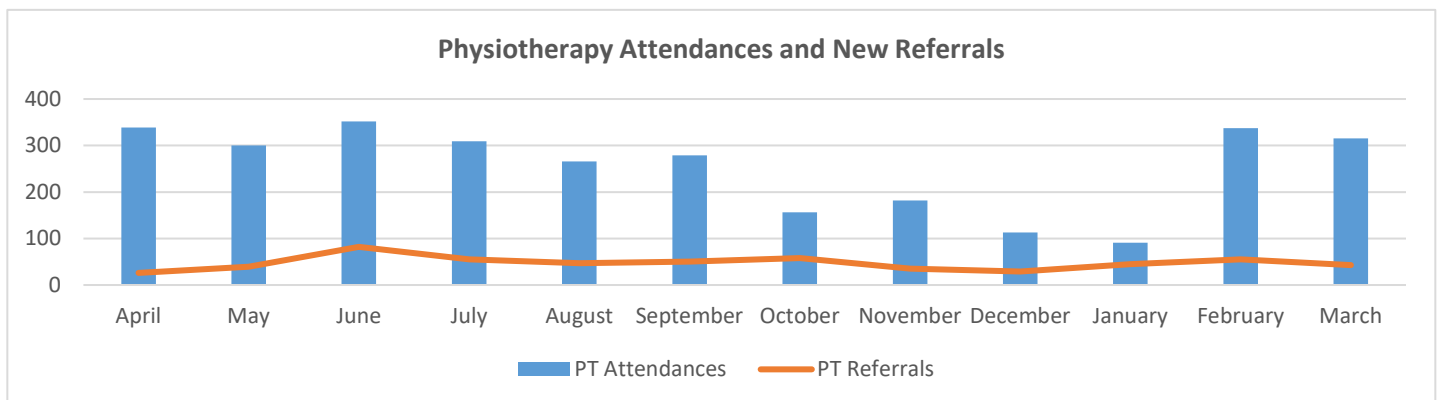
Rehabilitation Assistant (RA)

HRHSSA has a full time RA. The RA works with both OT/PT to implement and support the assigned interventions set out by them. Additional RA duties can include maintaining treatment areas, equipment and supplies; assisting with the completion of funding applications, and billing for client equipment.

Highlights

In addition to the challenges created by the COVID-19 pandemic the HRHSSA Rehabilitation Department has experienced significant staffing shortages which have persisted over a long period of time. These shortages have resulted in a need for creative solutions and a level of adaptability to our new realities. Virtual care has become, and will continue to be, a mainstay of the department's practice, one which has been embraced by a significant number of stakeholders.

HRHSSA's rehabilitation department participates in the NTHSSA Rehabilitation Leadership Team and Rehabilitation Services Advisory Committee. These committees work to ensure rehabilitation services and processes are consistent across the Northwest Territories, and provides a forum for HRHSSA rehabilitation services staff to network with other rehabilitation professionals throughout the NWT.



Supportive Living Services

Client 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. There are 11 permanent residents at the Campus and one respite bed is available. The residents range in age from 30 to 58 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

2020-2021 has been an unusual year for everyone, particularly those at Supportive Living Services. The pandemic has completely changed the job of the Personal Outcomes Support Workers and the lives of the residents at SLS. It has been a year of continuous masking, enhanced cleaning and caring for our residents in a completely new way. Some of our processes have drastically changed (the way we shop for the residents and groceries, supply orders, vacation leaves, etc.). The role of the Personal Outcomes Support Worker is fundamentally based on community inclusion, advocacy and teaching for self-efficacy, and empowering our residents to live as independently as possible within their home and their community. The pandemic has changed the way this looks, but the resilience of the residents and staff at SLS remains remarkable. All of our staff members have taken immeasurable action to ensure that the residents' physical, psychological, emotional and recreational needs are met and exceeded while maintaining the utmost caution with regard to COVID-19 protocols.



- 100% permanent resident occupancy, respite bed accessed for 52 days during the past fiscal year 14.25% occupancy- numbers decreased from previous year due to pandemic restrictions on admissions.
- The “Community Skills Building Program” continues to thrive, in spite of the restrictions on community outings and large group gatherings. During this period, the program was held within the houses and in “house bubbles” at the day program.
 - 34 “Bookworms Club” sessions (focused on improving literacy skills)
 - 29 “Creative Peeps Club” sessions (focused on Art Therapy and Mental Health Advocacy and Awareness)
 - 96 Opportunities for community volunteering and employment skills (Hay River Animal Shelter, Recycling Depot, Meals on Wheels, Soup Kitchen Food Recovery Program) – Community outings suspended due to COVID-19 on March 16, 2020.

Goals Achieved

Goal #1- “Best Health”- Providing education/life skills and community involvement for all residents thereby enhancing their quality of health holistically.

- ✓ Cultural Awareness Learning Sessions
- ✓ Relationship Building Classes (Relationship Building, Healthy Relationships, Community Etiquette, Personal Space)
- ✓ Mental Health Focused Learning Sessions (Anger Management, Gratitude, Personal Growth, Art Lessons)
- ✓ Physical Health and Wellbeing Learning Sessions (Physical Fitness, Hunting and Trapping)
- ✓ Other learning sessions include, but were not limited to: Money Matters, Sign Language, Music Classes, Technology days, Cooking/Baking classes, Personal Care and Hygiene classes, My Body education session, Therapeutic Gardening, Self-Care and Personal Growth classes.

Supportive Living Services

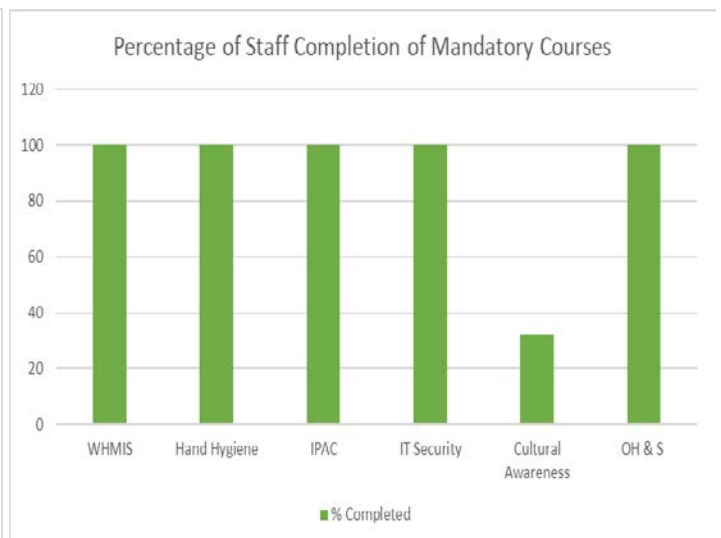
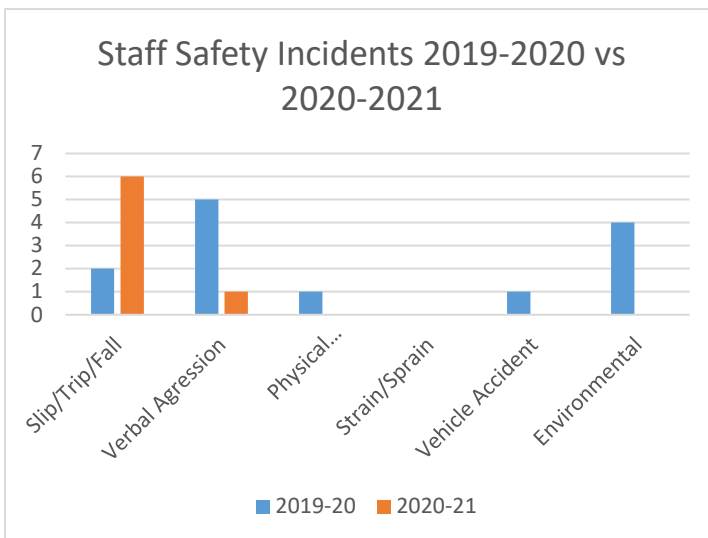
Client Services

Goal #2- “Best Care”- Providing access to training, support and development to the workforce to ensure an excellent standard of care is provided to all residents.

- ✓ 29% eligible staff accessed training through the Professional Development Incentive Program (topics included Mental Health Rehabilitation Diploma, Anxiety Management, Social Work Degree Program, Social Service Worker Diploma program, Workshop, Mental Health and Addictions Certificate)
- ✓ 3 staff members accessing the GNWT’s Targeted Academic Support Program (TASP) for continuing education
- ✓ Also offered were a variety of online and in person training (Care Training, Canadian Falls Prevention Program, Hand Hygiene, Mental Health First Aid, OH& S Training, BIPP, Supportive Pathways, First Aid/CPR, Non-Violent Crisis Intervention, Positive Behavior Supports, WHMIS, Patient Safety: Preventing Medication Errors)
- ✓ 2 Staff member attended the NWT Parks and Recreation Elders in Motion Training
- ✓ 2 SLS staff members are registered Non-Violent Crisis Intervention (NVCI) instructors. These instructors have provided training to 9 HRHSSA employees this year (most in person training halted due to pandemic restrictions)
- ✓ 1 SLS staff member is a Mental Health First Aid Instructor (MHFA). Training for 18 HRHSSA employees has taken place over the year
- ✓ Annual Staff Appreciation Celebration held in August

Goal #3- “Better Future”- To strengthen relationships within departments throughout HRHSSA, thereby improving quality of services based on access to support, training and education.

- ✓ SLS representation on the following committees/task teams: Workplace Wellness Committee, OH&S Committee, Ethics Committee, Accreditation Committees, Falls Prevention Committee, Mental Health in the Workplace Sub Committee, and Pharmacy Committee.
- ✓ Working with LTC to provide combined recreational services on special occasions
- ✓ Resident Care Coordinator now a blended position, coordinating care for both LTC and SLS residents



Ultrasound Services

Client Services

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

- Recruitment of a full-time sonographer
- Expand locum pool to facilitate leave requests
- New Trophon Sterilization unit installed

Goals Achieved

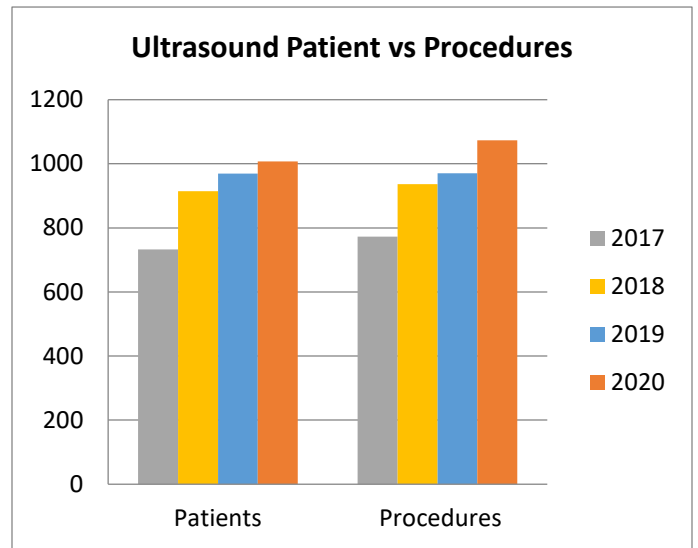
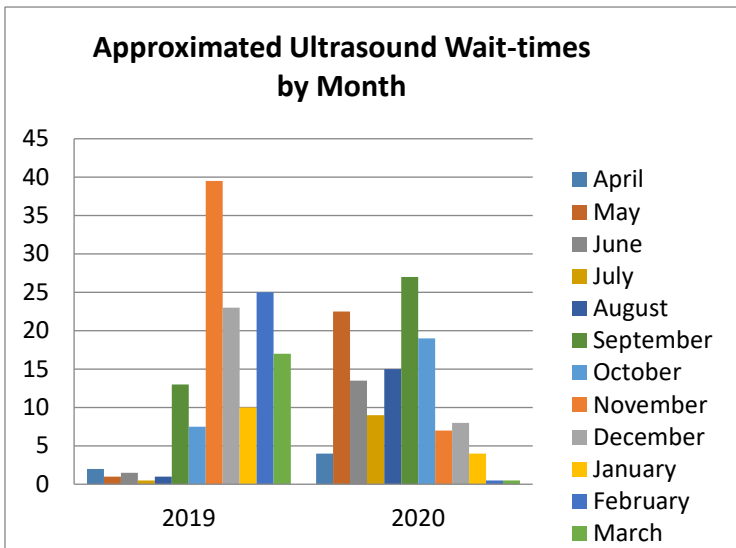
- Successful compilation and implementation of COVID-19 prevention strategies
- Practitioner Satisfaction Survey Completed

Partnerships

- Continued partnership with HRHSSA Practitioners. Partnerships with NTHSSA have been maintained and in some instances, enhanced.



Performance Indicators



The table indicates Wait-times for Non-Urgent Ultrasounds. Data based on monthly estimates. Average Wait-time over the fiscal year was 10.83 **days**. The average wait-time in Canada for an ultrasound is **3.5 weeks**, or 24.5 days - according to a Fraser Institute study in 2020.

Social Programs

By the Numbers...

Social Programs

2,251
Counselling
Sessions

164 Adult requests for service
14 Senior/Elder requests for service
16 Youth requests for service (13-18 years)
12 Child requests for service (6-12 years)

87 Families
participated in Healthy Families

0-48 hour
waitlist
maintained

7 Active
Foster Care Placements

1,588
clients fed through
Collective Kitchen

62 Adult Intakes for
Social Services

Community Counselling

Social Programs

Community Counselling Services (CCS) provides mental health and addictions counselling for individuals, couples, families, groups and children 6+ yrs from Hay River & Enterprise, as well as K'atl'odeeche First Nation (when in Hay River). CCS provides mental health and addiction awareness, advocacy, and prevention outreach activities when possible, as well as processing addictions treatment applications. In addition, CCS works closely with community partners to provide outreach activities that enhance mental wellness and prevent and promote addictions recovery. As an advocate, CCS also conducts integrated case management for clients with mental health & addictions concerns.

Our team

Over this review period the CCS team has undergone transition, we bid farewell to several staff and welcomed new (and old) faces to the team. We are currently staffed with 2 Full Time Mental Health and Addiction Counsellors (MHC), 2 Community Wellness Workers (CWW), 1 Clinical Supervisor and 1 full time administration staff, in addition we have a casual Community Wellness Worker filling in for the vacant Mental Health and Addictions Counsellor position, and just welcomed a new Casual Admin staff. CCS is entering the hiring phase of adding 4 new positions coming in 2021/22 year - four child & youth counsellors that will be our schools and a clinical supervisor position. This is the phase 5 roll-out of the mind & spirit mental health action plan for the Northwest Territories.

CWW's support clients with addictions & processing addictions treatment applications. They educate and bring awareness for mental wellness and addictions in the community. MHC's provide on-going, crisis, one-at-a-time counselling and psychiatric care and support for clients. MHC's work closely with the Regional Health Centre, psychiatrists, parents, and schools, and do group and/or workshops focused on clinical mental health concerns. The Clinical Supervisor, clinically supports MHC's and CWW's and oversight of clients and operations of CCS. Our administration assistant, supports the team & is the welcome soft landing for clients seeking services.



Partnerships

Internal

CCS supports all HRHSSA departments when requested in areas of staff and/or client mental health and/or addictions. Notable internal collaborations over the year are:

- Human Resources to assist with Domestic Violence policy
- Presentation on Wellness supports for staff
- Collaborates with the medical clinic to support referrals to the New Sick Kids Child psychiatry program.
- CCS & Public Health provide "Purple Door" outreach services in the high school
- Works closely with speciality clinics for psychiatric care of clients
- Collaborate with Social Services on client cases for children, families, and/or adult services

External

- Work alongside NTHSSA CCP program Manager & GNWT DHSS Mental & Addictions Services for territorial initiatives in quality mental health and addictions services in NWT.

Community Counselling *contd.*

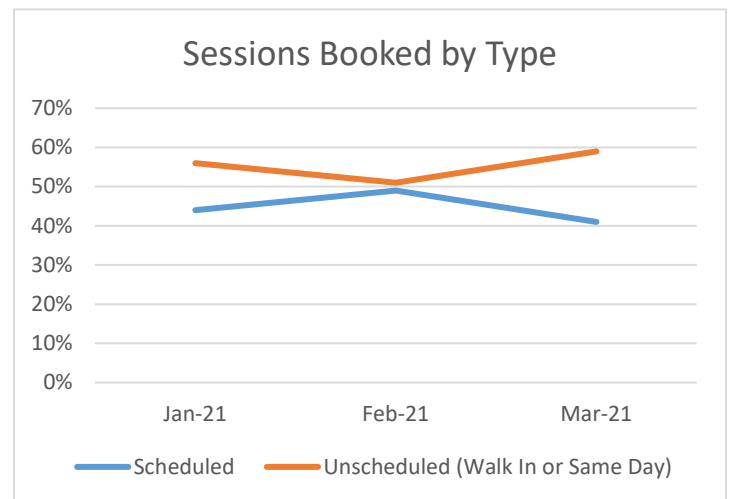
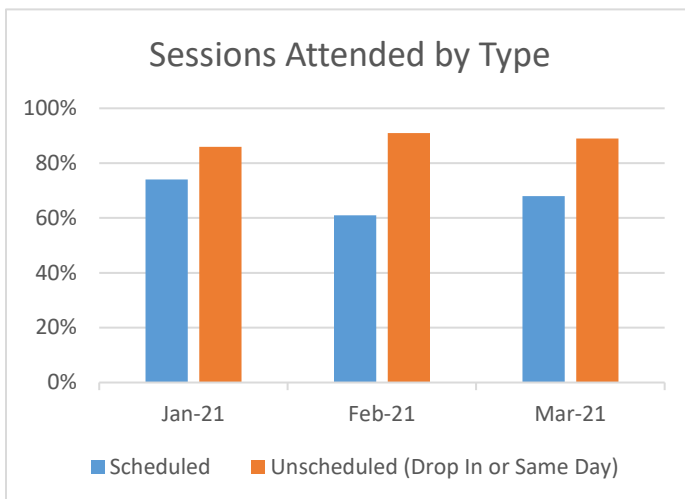
Social Programs

- DJSS – 2 afternoons week to outreach on-site for youth to get “drop-in” as or when needed support
- Inter-agency Committee for community wellness planning and events & updates
- Collaborations with Community Justice, Probation, Soaring Eagle Friendship Center to facilitate wellness activities and workshops for community members during National Addictions Awareness Week
- Joint task with DHSS, NTHSSA and ECE to launch phase 4 of the CYCC program
- Collaboration with NTHSSA and DHSS to launch Stepped Care 2.0

Highlights

- Successfully Launched a Same Day and Walk in Clinic operating 5 days a week
- Maintained a 0-48 hr waitlist for the year
- Hosted 10 workshops on topics including: Self Compassion, Art Therapy, Self Care, Healthy Relationships, Recovery, and Trauma
- CCS team had a total of 2,251 counselling sessions over the year
- For the period of April 1st 2020 – November 30th 2020 we received:
 - 164 adult request for services
 - 14 Senior/Elder request for services
 - 16 (13-18yrs) youth request for services
 - 12 child (6-12yrs) request for services
- Created (in-house) a new comprehensive client database. Through hard work and ingenuity our team is leading the way through the creation of the database and conducting all the beta testing.
- Created Informational Self-Help booklets on topics impacting our community for distribution throughout the clinics

Launched officially in January 2021 The Walk In/Same Day Clinic has changed the way clients access services at CCS. With no waitlist clients are able to access counselling services when they need them. Data drawn from the past 3 months of attendance based on service type shows that clients who access via Walk In or Same Day are more likely to receive service. Scheduled appointments are more likely to result in non attendance due to no shows, cancellations, rescheduling or counsellor cancellations. In addition we are seeing that more and more clients are choosing to access by walking in or calling for same day service.



Healthy Family Program

Social Programs

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

Our program strives to align with the HRHSSA & GNWT Strategic Priorities set out for 2020 to 2024

The renewed HFP is a family and community driven, strength-based, and culturally competent program focused on family support, education, and community engagement to ensure children thrive.

The renewed program is currently under development and shifts from a risk-based, secondary intervention focus to a universal prevention approach.

The revised HFP involves the implementation of program design changes, the development and implementation of a Northern focused and culturally safe parenting and child development curriculum (tool-kit), and the implementation of a monitoring and evaluation framework.

Highlights

Healthy Family Program Renewal: The Healthy Family Program is a territorial program, designed to support and enhance the development of children under the age of five.

The Hay River Healthy Family Program has been very involved in the implementation, adopting, and adapting to the updated renewal including attending virtual meetings for Toolkit Development, implementation and sustainability.

In 2020/2021, HFP had 87 families registered and participated in one to one or small group programming through social distancing, online, or on the phone.

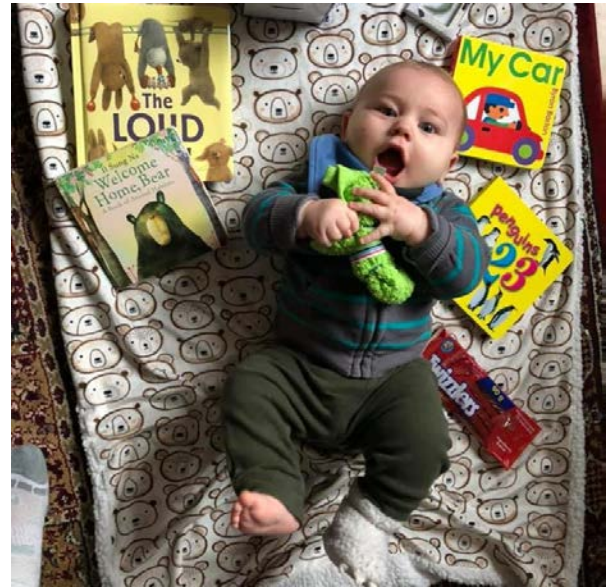
Collective Cooking:

Our Collective kitchen has been adapted for COVID-19 guidelines during the 2020/2021 fiscal year. Hay River Collective Kitchen Program provided:

- 16 Collective Kitchens
- 428 Hampers
- 1588 people fed (including families with Children ages 0-6 and prenatal parents)

Continued and Most Valuable Internal & External Partnerships:

- **GNWT/ Department of Health and Social Services:** Prevention and Preservation Services, Early Childhood Development, Indigenous Health and Community Wellness Division, Healthy Family Program Renewal Implementation Lead



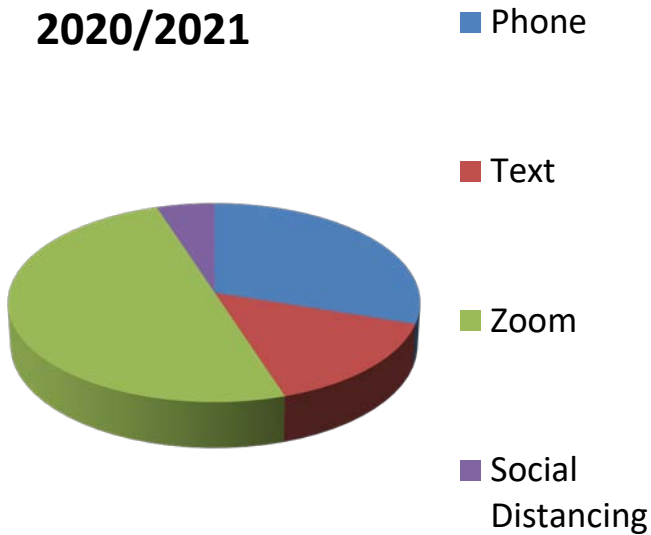
Healthy Family Program *contd.*

Social Programs

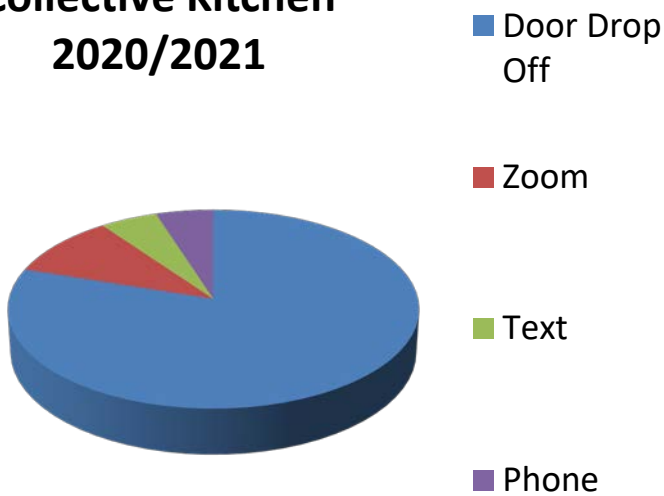
- **HRHSSA:** Director of Social Programs, Midwifery, Public Health, Social Services, Community Counselling, Medical Clinic, Specialty Clinic
- **Hay River:** Centennial Library, Tree House, Hay River Day Homes, NWT Healthy Family Programs & Hay River Council for persons with Disabilities – HRCPD
- **Other:** Hotì ts'leeda: NWT SPOR Support Unit



Home Visiting 2020/2021



Collective Kitchen 2020/2021



Social Services

Social Programs

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, K'at'l'odeeche 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) Family Preservation Worker, (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

- In order to respect the GNWT's phased recovery of the Emerging Wisely Plan, it is important Child and Family Services continues to ensure public health measures are followed to reduce the risk to children, youth, families and staff as a result of COVID-19. Trigger points have been established to determine if the threshold of system capacity has been exceeded (i.e., prolonged staffing shortages in an office or region or closures of offices) and how services would be impacted beyond what has been outlined in the containment phase. Further direction to the Child and Family Services System will be provided at such time.
- In an effort to better support extended family and regular foster caregivers during this challenging time, Child and Family Services reached out to complete a COVID-19 Caregiver Preparedness Plan.
- NTHSSA, HRHSSA & TCSA in collaboration with the Deputy Director of Practice have reviewed the Department of Health and Social Services, Child and Family Services Audit for the 2018-2019 year(s) and to attempt to achieve 100% compliance in all of the areas a written action plan related to the audit results has been developed and approved. The DHSS and NTHSSA Executives are committed to collaborating with the HRHSSA and working closely to support its implementation.
- HRHSSA provided Director and manager with a leadership training to enhance the productivity of workforce and to ensure they are performing at or above expectations. They will also have improved the ability to assess problems, manage situations, and provide sensible solutions.
- HRHSSA-CFS has secured funding and hired a permanent Family Preservation Worker to provide a continuum of services and supports that will facilitate positive parent-child relationships, stimulate child development, promote healthy lifestyles, and improve the capacity and functioning of involved individuals and families.
- There had been some ongoing challenges to serve the community due to shortage of vehicle in the Social Services office, however; DHSS approved funding for a new extra vehicle.
- DHSS-NTHSSA team conducted audit for the CFS files from January 13-15, 2020 & few immediate action took place to correct the info in CFS physical/Matrix files as recommended by the audit team.
- DHSS offered several mandatory trainings in the last quarter of 2020; office staff participated in the trainings & completed corresponding exams.

Summary of Foster Home Placements

Provisional Foster Care Placements	Regular Foster Care Placements	Extended Family Foster Home Placement	Total Active Placements
1	4	2	7

Support Services

By the Numbers...

Support Services

99% PC's upgraded
to Windows10

1,256
Purchase Orders
Processed

1,123
ICT Service Requests

203 Travel
Requisitions Booked

47,197
meals served to
residents &
Patients

Average
cost per meal
\$23.73

484.5 lbs
laundry per workday

Dietary and Housekeeping

Support Services

Description of 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 facilities that provide a safe environment for residents, patients, staff and the general public.

Highlights

Housekeeping has continued to maintain our facilities at a high standard of infection control. A focal point for this department this year has been the recruitment/training increasing our housekeeping team. Currently our Housekeeping Department is responsible for the following sites: Woodland Manor, Supportive Living Program, HH Williams Memorial Hospital, the Gensen Building and Hay River Regional Health Center.

- Focus on new workflows, safe work procedures and training associated with the COVID-19 global pandemic
- Continued monitoring of the Glo-Germ audits to ensure we are meeting all infection control best practices
- Housekeeping /Laundry department welcomed a new supervisor
- Established collaborative programming between recreation department and food services in conjunction with activity planning for residents of Woodland Manor. As COVID-19 has left our residents feeling isolated, providing some activity through food services, ie: decorating cupcakes/cookies on holidays, baking birthday cakes with residents, providing snacks for lady's tea, etc.
- Dietary has launched a Traditional foods program at our Long Term Care facility to provide a country foods menu based on procured donations. Future plans to intergrade this program to include the Hay River Regional Health Centre & SLS Program.
- Menus for the Hay River Regional Health Centre are being reviewed and rewritten with consultation from our in house Dietician and Dietary team. New items have been added to ensure that our menu is more inclusive for those residents on therapeutic diets, particularly renal and diabetic diets.
- The dietary department hosted a few small events in the cafeteria during lunch/break times respecting Covid-19 restrictions such as monthly special meals on holidays and an ice cream sundae bar.
- Collaborated with the senior leadership team to provide cookies for staff appreciation day as well as Christmas dinner for all staff.
- Collaborated with the Social Committee to provide a \$15.00 lunch voucher for a member each month.
- Due to COVID-19 restrictions, food services hosted special Thanksgiving and Christmas dinner meals. We accommodated five families at a time to be seated at Woodland Manor.

Dietary Statistical Monitoring for FY 20/21

<u>20/21</u>	<u>April</u>	<u>May</u>	<u>June</u>	<u>July</u>	<u>Aug</u>	<u>Sept</u>	<u>Oct</u>	<u>Nov</u>	<u>Dec</u>	<u>Jan</u>	<u>Feb</u>	<u>Mar</u>
Patient Meals	1843	1901	1871	1846	2089	1888	1942	1802	1877	1810	1691	1955
Non Patient	2059.2	1958.82	2169.4	2227	2167.8	2141.1	2135.6	2117.6	2121.8	2203.4	2171.9	2367.9
Total Meals	3902.2	3859.82	4040.4	4073	4256.8	4029.1	4077.06	3919.6	3998.8	4013.4	3862.9	4322.9
Total Expenses	91489	96377.4	98689	94856	94377	95952	186105	100123	103922	97820	88002	94967
Total Cost Per Meal	23.446	24.9694	24.425	23.289	22.171	23.815	45.641	25.544	25.988	24.374	22.782	22.197

In the 2020/2021 fiscal year, the dietary department served 47,197 meals to residents and patients. That is a decrease of 1760 meals compared to last year, this could be directly related to the decrease of public patrons entering the cafeteria. This number does not take into account the thousands of meals served in the cafeteria at Hay River Regional Health Centre for staff, numerous catering that the kitchen has produced or meals for families in long term care.

Dietary and Housekeeping *contd.*

Support Services

Our cost per meal has been consistent over the last few years. Based on April 2019 -March 2020, the total cost per meal **decreased slightly from \$23.82 in 19/20 to \$23.73** in the 20/21 fiscal year. This decrease is likely to do with 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 revenue are finalized for April 2021, but it is not anticipated to significantly affect the average meal cost.

Dietary Statistical Monitoring for FY 19/20

<u>19/20</u>	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Patient Meals	2603	2660	2674	2426	2402	2227	2427	2379	1948	2116	2601	2737
Non Patient	1699.5	1831.96	1671.6	1561	1499.8	1538.1	1633.794	1647.702	1493.8	1875.788	1644.9952	1658.831
Total Meals	4302.5	4491.96	4345.6	3987	3901.8	3765.1	4060.794	4026.702	3441.8	3991.788	4245.9952	4395.831
Total Expenses	95340	100388	92480	89758	95992	89348	95709.26	90614.92	92932.95	96085.16	140730	86918.43
Total Cost Per Meal	22.16	22.3485	21.281	22.512	24.602	23.731	23.5691	22.50351	27.00127	24.07071	33.144173	19.77293

*The average cost per meal for the fiscal year was \$23.73

Laundry Workload Statistics

2019/20

<u>19/20</u>	April	May	June	July	Aug	Sept	Oct	Nov.	Dec.	Jan.	Feb.	Mar	Total
Regular Client	5429	5556	4860	4470	3800	5030	5555	4065	4800	4755	5035	5902	59257
WLM	0	0	0	0	0	0	0	0	0	0	0	0	0
Rinsing	2448	2270	1960	2165	1975	2065	2430	2195	2270	2320	2105	2055	26258
Total	995	1490	786	755	540	470	830	680	730	865	585	885	9611
Work Days	8872	9316	7606	7390	6315	7565	8815	6940	7800	7940	7725	8842	95126
	20	21	18	20	18	18	22	19	20	21	20	22	239

2020/21

<u>20/21</u>	April	May	June	July	Aug	Sept.	Oct	Nov	Dec	Jan	Feb	Mar	Total
Regular Client	5549	6000	5895	5975	6035	6455	8838	9070	5505	7047	5500	5963	77832
WLM	0	0	0	0	0	0	0	0	0	0	0	0	0
Rinsing	2270	1855	2475	2505	2640	2065	2510	2720	2385	2470	2620	2650	29165
Total	980	1260	1080	1125	1125	1020	1050	760	860	1015	985	1518	12778
Work Days	8799	9115	9450	9605	9800	9540	12398	12550	8750	10532	9105	10131	119775
	23	20	21	22	18	19	21	21	20	20	20	23	248

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 managed by nursing staff on site. The average pounds of laundry per workday in the 20/21 fiscal year was **484.5 lbs.** This is higher than last year (398 lbs), likely a direct result of the COVID-19 Global Pandemic and increasing our inventory of reusable PPE and Linen.

Dietary and Housekeeping contd.

Support Services



Engineering Services

Support 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 HRHSSA facilities: HH Williams Memorial Hospital, Woodland Manor, Supportive Living Houses and Day Building, old Medical Clinic building, assets within the Gensen leased space and program maintenance at 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
- Develop, review, and implement functional plans for various emergencies
- Provide project management services
- Active HRHSSA representation on the off-site services relocation project
- Active HRHSSA representative on the proposed Long Term Care project

Highlights

Over this past year, Engineering Services has experienced staff shortages, due to extended illnesses and an unexpected loss of one of our team members. The shortfall was addressed through increased contractor usage at various time throughout the year. COVID-19 did not have a major impact on Engineering Services. COVID-19 caused some maintenance activities to increase, while decreasing others to support the reduced public use of the facilities, the regular workload balanced out.

A major \$660,000 heating retrofit for Woodland Manor (original section) was planned for installation during the summer of 2020. Due to various delays, the Department of Infrastructure awarded to a local contractor in late Summer of 2020. As the heating season was beginning, it was decided to postpone the project until Spring 2021.

Goals Achieved

Maintenance and operations of HH Williams Memorial Hospital: As the closing date of the facility continues to be unknown, we have successfully continued to operate and maintain the facility on an “essential only” budget, although the facility is deteriorating rapidly and demands much attention.

Temporary relocation of Social Services, Public Health, and Home Care: Due to the continued deterioration of HH Williams Memorial Hospital, the original location of the departments became a health and safety concern. To alleviate the issue, the departments were relocated to a safer location within the facility.

New Off Site Services Facility: Engineering Services has been a significant part of the project team of the new facility, which will house Social Services, Public Health and Home Care on a permanent basis. This included representation from bid evaluation through design and to end of construction. Anticipated occupancy for the new facility is mid-July 2021.

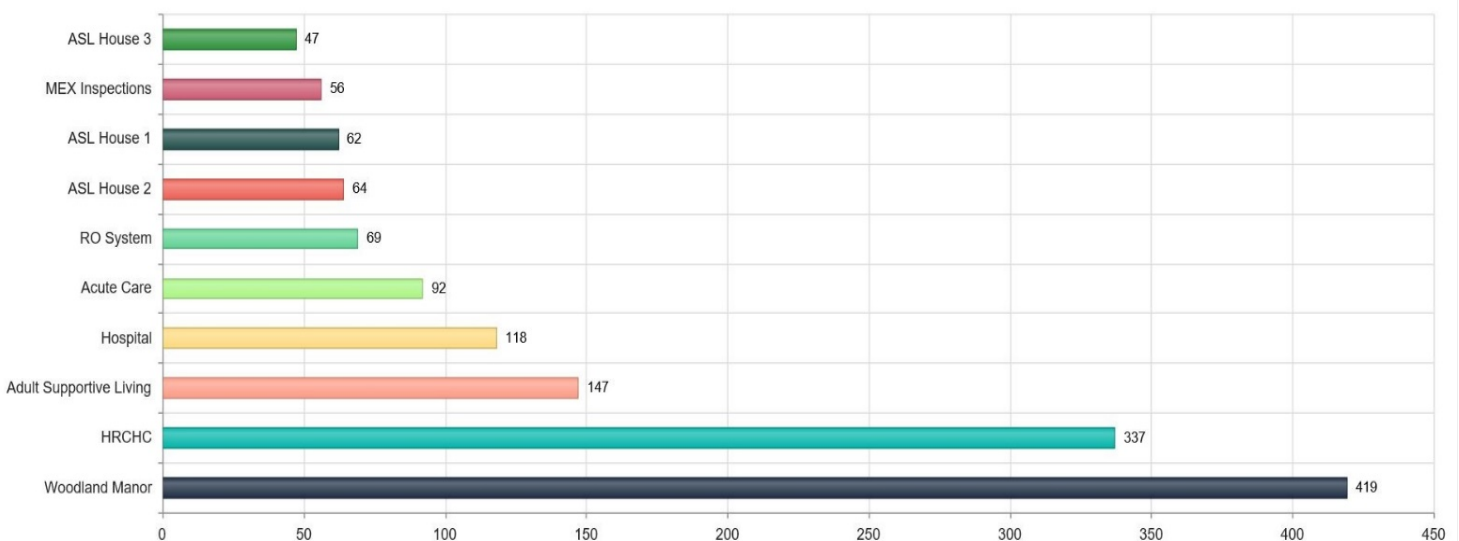
New Long Term Care Facility: Engineering Services has continued to work closely with the Department of Health and Social Services’ Infrastructure Division on the planning and development of a newly announced Long Term Care facility.

Performance Indicators

Much of our work is generated by end user requests and automated preventative maintenance scheduling 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.

Top 10 Work Order Count by Asset

2020-2021



Information and Services Technology

Support Services

The Department provides Information and Communications Technology (ICT) Services for HRHSSA staff and clients. A primary goal is to ensure that all networks, applications, servers, telephone systems and end user workstations function to support the primary services of HRHSSA.

Partnerships

Working together with the NTHSSA Informatics and Healthcare Technologies division to assist with Territorial wide IT/IS initiatives.

Working together with the Department of Infrastructures Technology Service Centre to ensure that networks linking our distance sites continue to operate within Service Level Agreements.

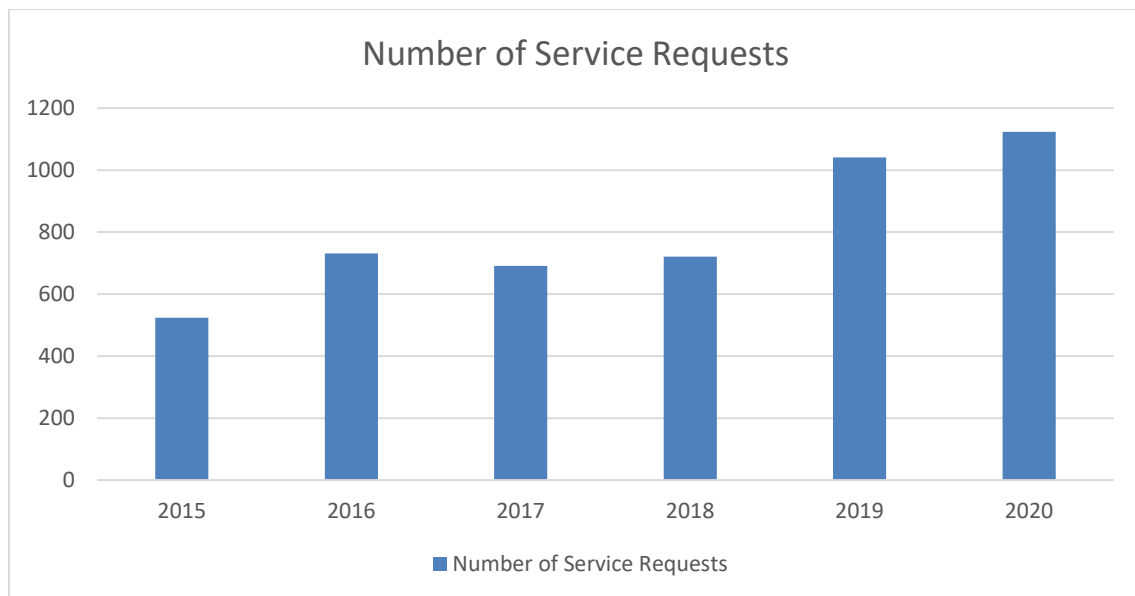
Highlights

- Coordinated and assisted with a new Mitel Phone system installation for the Community Counseling Services office
- Installed and configured WiFi service in Community Counseling Services office to support Virtual Care options
- Assisted with Social Services office move from basement to upstairs at HH Williams Memorial Hospital
- Major upgrade to the Virtuo business applications (Human Resources, Finance, Materials Management)
- Migration and upgrade of the Engineering Services MexOPS Work order application to a new virtual server
- Currently 99% of PC's have been upgraded and/or migrated to Windows 10
- Major upgrade to the HRHSSA Antivirus platform

Performance Indicator

ICT utilizes the Technology Services Centre's Helpdesk system. Users can simply request help via an email to the correct address. The graph below indicates the number of requests that were received and completed by fiscal year end through this service.

Information Technology Service Request Tickets



Materials Management

Support 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

- Reviewing and removing obsolete or unnecessary items/supplies from stock and from in the Ormed/Virtuo system
- 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
- Monthly review of the Contract Spreadsheet, Files and Contract PO's to ensure all contracts/agreements are valid and up to date
- Review Asset Tagging System and ensuring all assets are tagged

Current Goals

- Reviewing/revising our department internal processes – currently ongoing
- Continue to review supplies to avoid wastage
- Department file room review, clean up and shredding
- Manager presentation on Requisitioning process
- Partnership with NTHSSA to update Pandemic Requirements – currently ongoing

Performance Indicators

	2019/2020	2020/2021	% Increase or Decrease
VISA Requisitions	436	119	-72.70 %
Purchase Orders	1685	1256	-25.45%
Travel Requisitions	373	203	-45.57%



Human Resources

204
Full-time
Part-time
Term Staff

227
Employees

23
Casual
Employees

250
Positions

23 Active Competitions
Full-time, Part-time & Term

60 New hires since
April 1, 2020

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. The French Services Coordinators key area of responsibility is directing, referring, interpreting and translating services to ensure the French-speaking clients have access to health and social services in French. The department also assists with identifying staff who can deliver direct services in French and coordinating training sessions for new existing staff on how to conduct an Active Offer.

Highlights

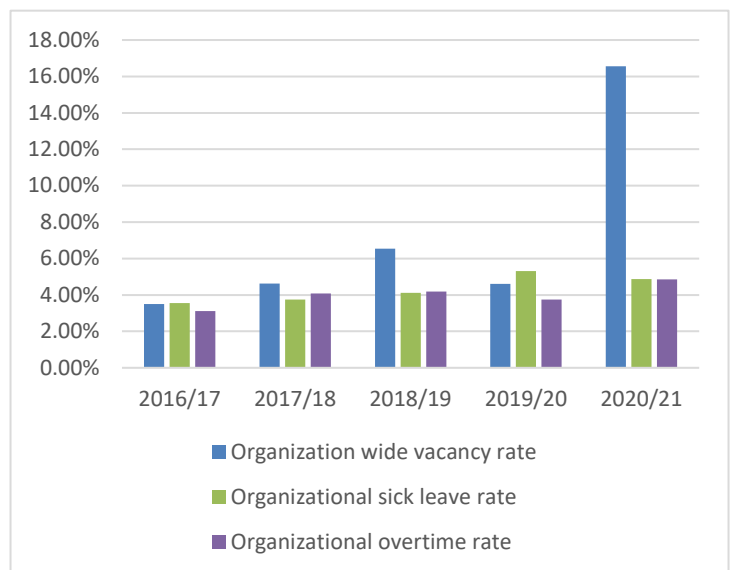
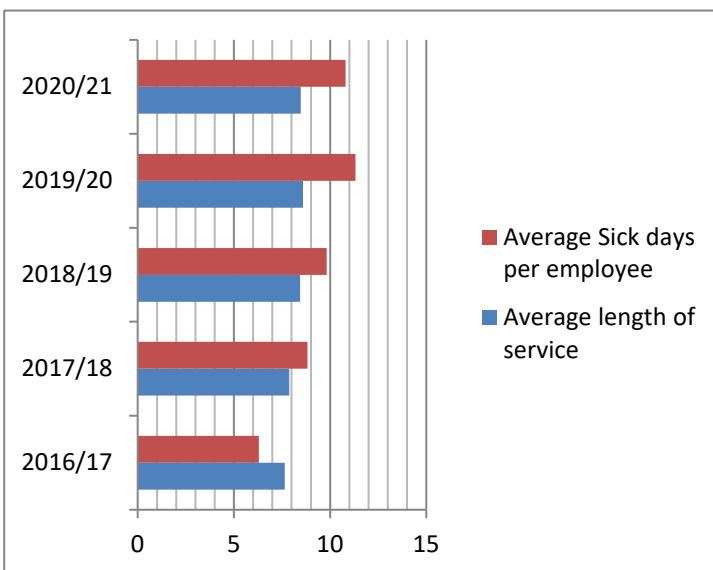
- Implementation of the Mental Health in the Workplace Sub-Committee
- Implementation of the new quarterly employee Temperature Check Survey
- Inclusion of the French Services Coordinator position to the Human Resources Team
- Involvement in the development of the Northwest Territories Health & Social Services System Human Resources Strategic Plan
- Involvement in the development of the new Active Offer training for Government of Northwest Territories employees

External/Internal Partnerships

- Participation on the Nursing Recruitment and Retention Committee with our Territorial Partners
- Participation with the NTHSSA in unveiling of the new Learning Management System (DuPont) for Health and Social Services staff
- Continual partnership building with the PracticeNWT team
- Participation on the South Slave Child and Youth Care Counsellor implementation committee



Performance Indicators



Quality Risk Management

By the Numbers...

Quality Risk Management

519
Incident
Reports Filed

Total Resolved 290

Total Open 229

43 Average Monthly Incident
Reports Received

72 Safety & Security
Incident Reviews

84
Employee
Incident
Reviews

73
Falls
Prevention
Reviews

95
Medication
Quality
Reviews

Quality Risk Management

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

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.

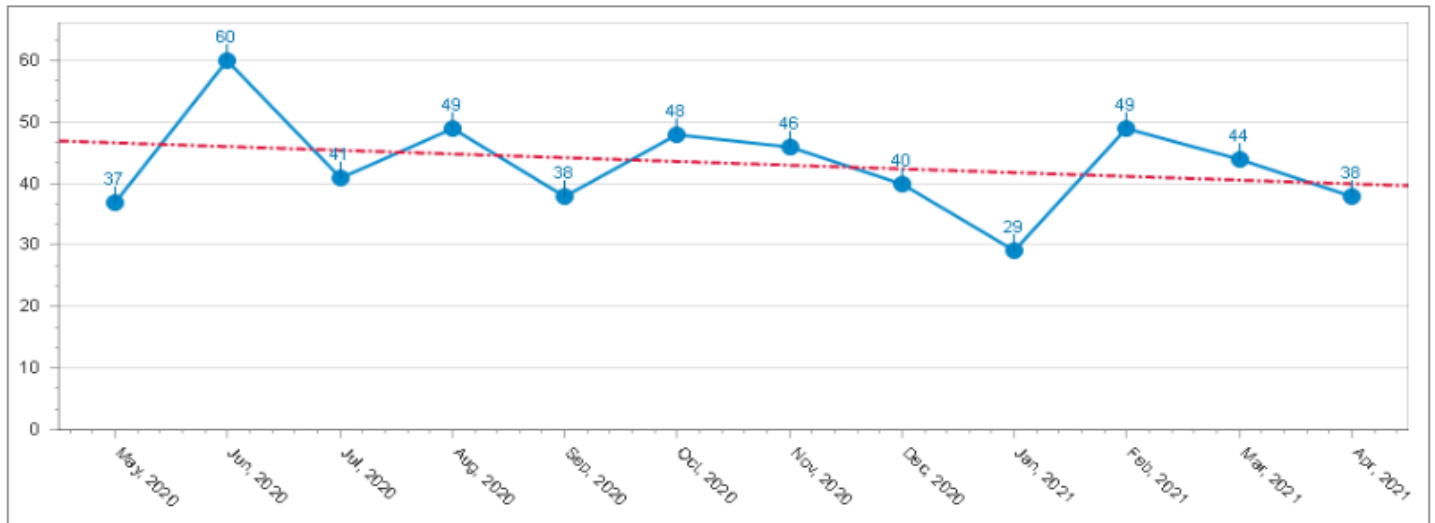
Quality Initiatives

All Events - Hay River Health and Social Services Authority

Event Date is within May, 2020 and April, 2021

(Event Date is within May, 2020 and April, 2021) and (((File State is equal to "New") or (File State is equal to "In-Progress") or (File State is equal to "Closed"))) and (Region is equal to "Hay River") and (((Scope is equal to "All")))

Grand Total: 519



"We aim to improve YOUR care."

Enhancing Patient Experience

We strive to reduce negative patient impacts through reduced medical errors, healthcare acquired infections and injuries.

Improving Population Health

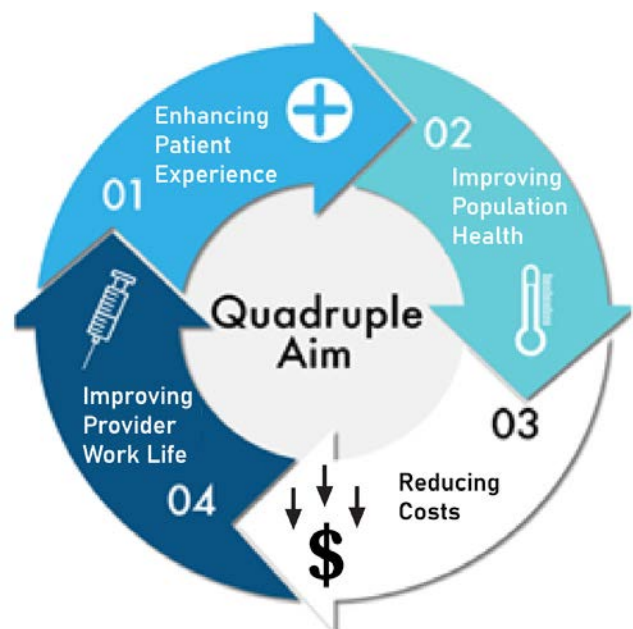
We strive to reduce re-admissions and reduce error related complications.

Reducing Costs

We strive to reduce spending for workers' compensation claims, employee injuries.

Improve Provider Work Life

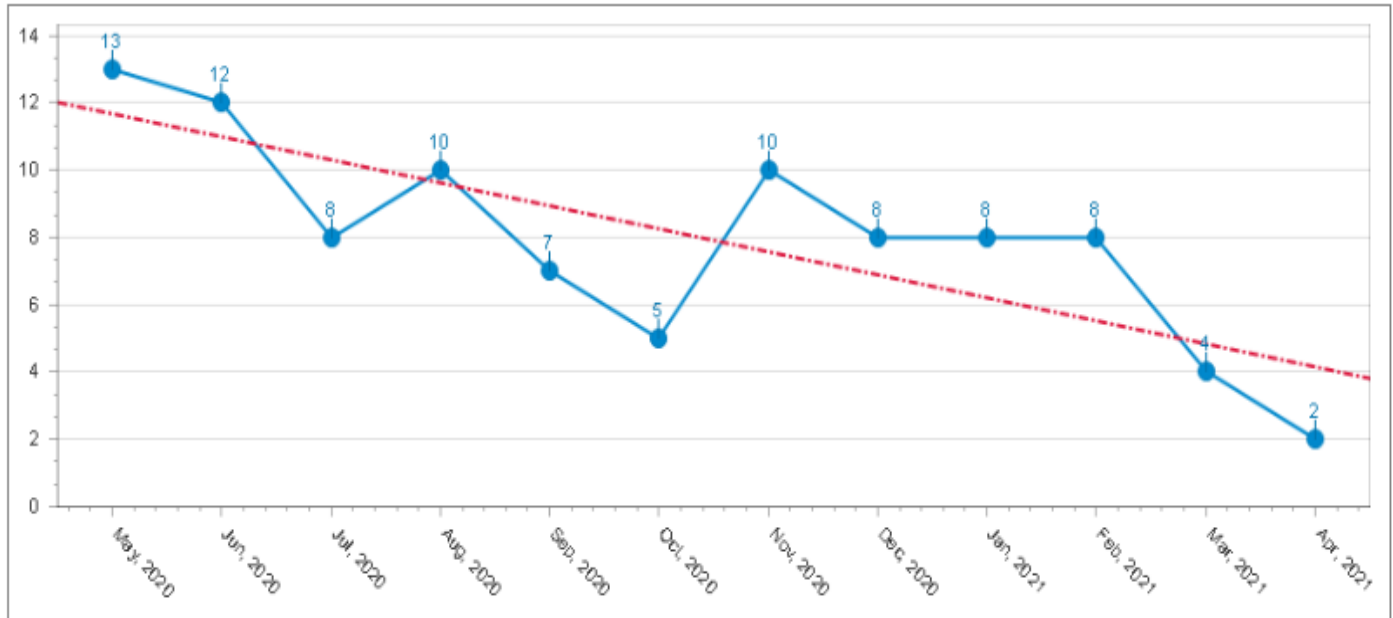
We strive to improve employee satisfaction and reduce workplace injuries which will help to better improve patient satisfaction.



Medication/ADR/Falls with Meds by Care/Service Area - Hay River Health and Social Services Authority

Event Date is within May, 2020 and April, 2021

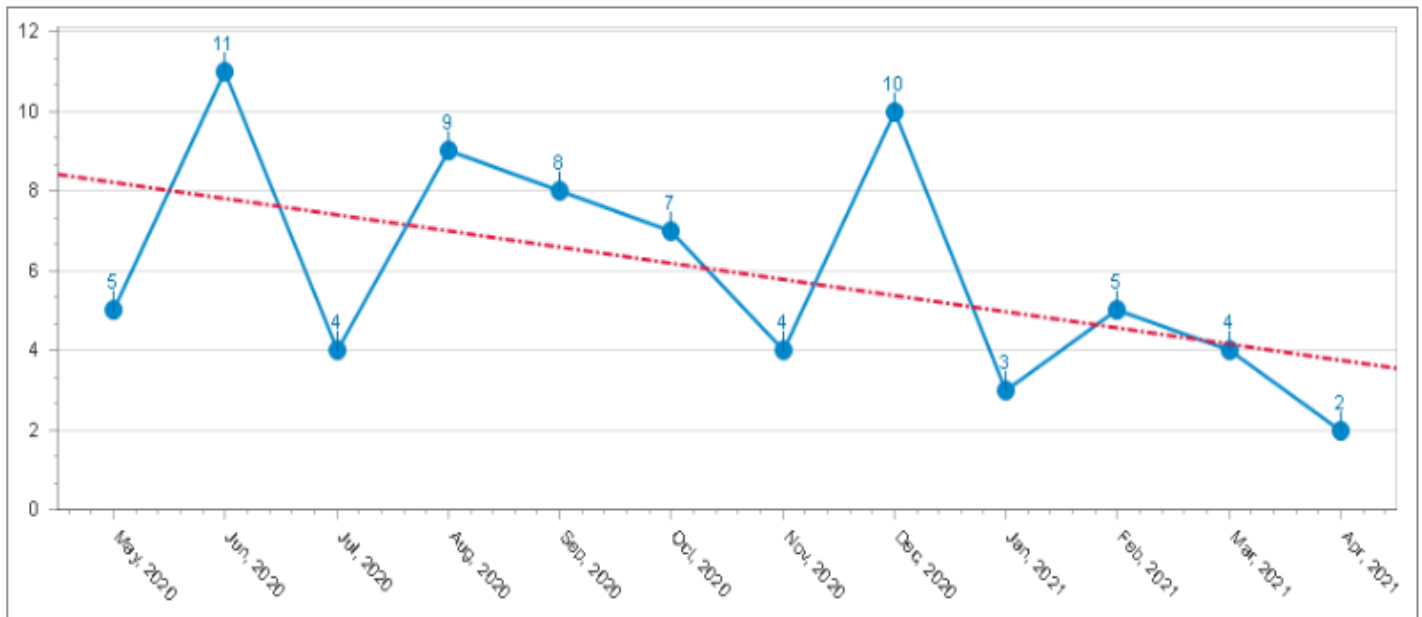
(Event Date is within May, 2020 and April, 2021) and (((General Event Type is equal to "Medication/Fluid") or (General Event Type is equal to "Adverse Drug Reaction") or (Medication contributed to fall? is equal to "Yes")) and ((File State is equal to "New") or (File State is equal to "In-Progress") or (File State is equal to "Closed"))) and (Region is equal to "Hay River") and ((Scope is equal to "All")))



Safety and Security Incidents - Hay River Health and Social Services Authority

Event Date is within May, 2020 and April, 2021

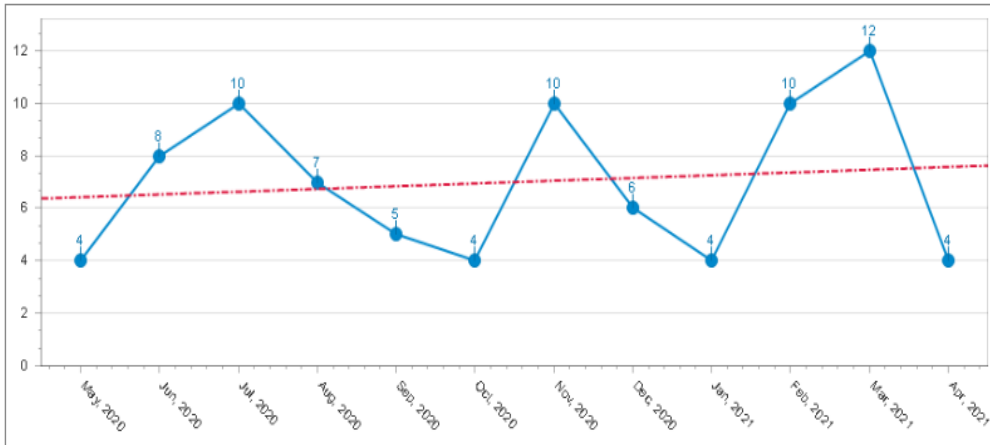
(Event Date is within May, 2020 and April, 2021) and (((File State is equal to "New") or (File State is equal to "In-Progress") or (File State is equal to "Closed"))) and (Region is equal to "Hay River") and (General Event Type is equal to "Safety/Security") and (Specific Event Type is not one of "Privacy--Confidentiality")) and ((Scope is equal to "All")))



Employee Incidents - Hay River Health and Social Services Authority

Event Date is within May, 2020 and April, 2021

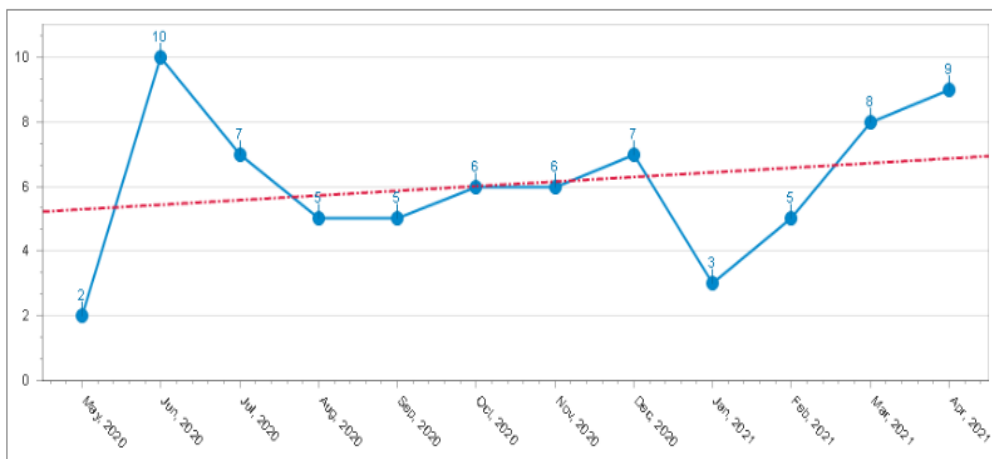
((Event Date is within May, 2020 and April, 2021) and (((General Event Type is equal to "Employee") and ((File State is equal to "New") or (File State is equal to "In-Progress") or (File State is equal to "Closed"))) and (Region is equal to "Hay River"))) and (((Scope is equal to "All")))



Falls - Hay River Health and Social Services Authority

Event Date is within May, 2020 and April, 2021

((Event Date is within May, 2020 and April, 2021) and (((General Event Type is equal to "Fall") and ((File State is equal to "New") or (File State is equal to "In-Progress") or (File State is equal to "Closed"))) and (Region is equal to "Hay River"))) and (((Scope is equal to "All")))





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