

CEO REPORT

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MESSAGE FROM THE CEO

I'm sure for many of you, it's hard to believe that a year has passed since the official end of the construction project. For a hospital that was so used to being a construction site for so many years, it is a great milestone to have gone through one full year, post construction.

What this has meant is a shift away from the post-construction phase to the operationalizing of the new space. The hospital is very fortunate that we also have physical space and capacity to grow to serve the needs of our community today and in the future.

The team continues to work through the clinical services planning as we look to how our programs and services will evolve over the next one, two and five years to optimize our programs, services and our space to fulfill the needs of our patients.

Our team also recently completed a four-day LEAN event with staff, physicians and volunteers from across the hospital working together to make improvements to our ambulatory clinics. The team identified a number of 'quick wins' and longer term projects that we think will have a significant impact on the experience for our patients in the outpatient clinics.

So, although we are no longer a construction site, it seems that change, growth and evolution will continue to be regular business for MSH.

It's a great time to be looking at your programs and services and it's exciting to see how the hospital will be changing over the coming years.

As always, please keep in touch. Feel free to email me at jmarr@msh.on.ca



Jo-anne Marr, President & CEO

HEALTH SECTOR NEWS

PROVINCIAL INNOVATION STRATEGIST APPOINTED

In early September, the province announced William Charnetski as the leader appointed to champion the province's health innovation strategy. A lawyer by background, Mr. Charnetski has worked in the pharmaceutical sector in a number of leadership roles. His full biography is available [here](#).

The appointment is one of the key recommendations from the Ontario Health Innovation Council's report designed to position Ontario as a leading centre for new and innovative health technology.

The province is also moving ahead with all six of the council's recommendations including:

- Establishing a \$20 million health technology innovation evaluation fund to support made-in-Ontario strategies
- Using newly created 'Innovation Broker' positions to connect innovators and researchers
- Streamlining the adoption of health care innovations across the health system
- Shifting to procurement practices that focus on outcomes
- Investing in the assessment of emerging innovative health technologies

GOVERNMENT INTRODUCES NEW LEGISLATION TO AMEND PRIVACY OF CARE LEGISLATION

The provincial government intends to introduce legislation today that, if passed, would improve privacy, accountability and transparency in the health care system with new measures that put patients first.

The Health Information Protection Act would amend existing legislation to protect the personal health information of patients. Some of these changes would include:

- Making it mandatory to report privacy breaches, as defined in regulation, to the Information and Privacy Commissioner and to relevant regulatory colleges.
- Strengthening the process to prosecute offences under the Personal Health Information Protection Act by removing the requirement that prosecutions must be commenced within six months of when the alleged offence occurred.
- Doubling the maximum fines for offences from \$50,000 to \$100,000 for individuals and from \$250,000 to \$500,000 for organizations.

The Health Information Protection Act would also update the Quality of Care Information Protection Act (QCIPA) to help increase transparency and maintain quality in Ontario's health care system. If passed, this new bill would:

- Affirm the rights of patients to access information about their own health care.
- Clarify that certain information and facts about critical incidents cannot be withheld from affected patients and their families.
- Require the Minister of Health and Long-Term Care to review QCIPA every five years.

For more information, visit [Patients First: Action Plan for Health Care](#).

AUDITOR GENERAL RELEASES REPORT ON COMMUNITY CARE ACCESS CENTRES

On September 23, 2015, the Auditor General released its report on CCACs and the Minister of Health indicated that they would accept and endorse all of the recommendations. The government's healthcare plan [Patients First: A Roadmap to Strengthen Home and Community Care](#) outlines the 10 steps that the government is taking to bring change to the home and community system. To enhance and improve the experience for patients and their caregivers, the government will seek regulatory changes to add 80,000 more nursing home hours and implementing the first wave of bundled care projects. The full report is available at http://www.auditor.on.ca/en/reports_en/CCACs_en.pdf



HIGHLIGHTS AND ACHIEVEMENTS



EMERGENCY PREPAREDNESS

On September 16, the hospital, in partnership with York Region Police, participated in an emergency preparedness exercise. The hospital regularly participates in these 'mock' emergency situations to test our systems and processes and to make any necessary adjustments so we can respond in the event of a real emergency. For some mocks, we work with our partners to simulate real life experiences. For this mock, the hospital worked with the tactical unit of the police and simulated an emergency that required both the hospital and police response. The mock was very successful and provided excellent learning opportunities for the whole team.



MSH PARTNERS WITH CMHA TO BRING MOBYSS BUS TO MSH COMMUNITY

Thanks to a generous donation from Deborah and Luca Rotta-Loria, Markham Stouffville Hospital has partnered with the Canadian Mental Health Association (CMHA) to bring mobile mental health services to the MSH community. On Thursday, September 17, 2015, the Canadian Mental Health Association brought the MOBYSS bus to MSH to celebrate this new partnership and provide staff with an opportunity to tour the bus and learn about Ontario's first mobile mental health clinic for youth. The hospital is excited about this new partnership and the benefits it will bring to the community.

To learn more about this program, visit: www.mobyss.ca



STRATEGIC UPDATES

STRATEGIC PLAN REFRESH AND CLINICAL SERVICES PLAN

The hospital continues to work on its strategic plan refresh and clinical services planning. The work involves engaging internal and external stakeholders in a variety of ways including in-person meetings, info sessions and online surveys. Additional updates will be provided on an ongoing basis.

FINANCIAL UPDATES

Markham Stouffville Hospital ended July 2015 in a balanced position. As of September 2015, the Post Construction Operating Plan (PCOP) funding for 2015-16 has not yet been confirmed by the Ministry of Health and Long-Term Care. As a result, PCOP funding has not yet been recognized as revenue. Overall expenses have been lower than budgeted mainly due to vacancies not yet filled and the ramp up of the Ambulatory Care Clinics. Some of the positive variances are offset with volume growth in some clinical areas. At this point, management is forecasting to balance by the end of the fiscal year.

PATIENT EXPERIENCE

Over the months of September and early October, we will participate in stakeholder engagement to seek feedback from patients, visitors and staff regarding our patient experience strategy. Based on a literature review of best practices, five dimensions that make up the patient experience have been determined. We will get feedback to get as many ideas as possible about what tactics or concrete actions could fall within each area to enhance the patient experience. From there, we will prioritize and land on a few key tactics for action over the coming months.

PARTNERSHIPS & ENGAGEMENT

BRANDING

People sometimes use the word 'brand' to mean a number of things including a corporation's logo, advertising, or as a sales function. In reality it is much more and it's been said that the brand is the way an organization lives in the minds of people who know it. Nevertheless, our brand is important. The hospital continually looks at ways to manage and elevate its brand. An effective brand is considered to be '...a strategically powerful brand, carefully managed, exerts real, positive impact on many aspects of organizational performance from employee motivation to new patient acquisition.' (Harvard Business School)

It is clear that careful managing of a hospital's brand is very important and key to managing reputation. The hospital is working with the foundation to learn more about community perception of the hospital. This valuable research will help the organization identify areas for improvement or enhanced education and also ways that our brand and reputation can be elevated in the community. This is an ongoing exercise and regular updates will be provided.