

Earning Trust With Our Communities

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NIAGARA HEALTH SYSTEM
SYSTÈME DE SANTÉ DE NIAGARA
TOGETHER IN EXCELLENCE - LEADERS IN HEALTHCARE

Overview

- A. Current Situation
- B. Suggestions for the Way Forward
- C. Next Steps
- D. Questions

A. Current Situation

NHS Today

- NHS belongs to our communities; they are your services
- NHS is a team; healthcare is a team activity
- NHS is made up of committed healthcare professionals, support personnel, volunteers and volunteer Board members
- Every member of this team is dedicated to providing the best possible experiences to those we serve

NHS Challenges Today

- Collectively we have done some soul searching
- Despite our efforts there has been an erosion of community confidence and trust
- Community leadership is calling for action
- Staff morale is low
- Some major healthcare decisions are being evaluated

Ongoing Issues

- There are ongoing issues that continue to contribute to our challenges
 - *C. difficile* Outbreaks
 - Evaluation of the Hospital Improvement Plan
 - Inquest related to patient transfer
 - Service changes
 - Decision-making, lines of communication, need for Public consultation and input
 - Relationships with some Physicians
 - Budgetary Issues
 - Aging facilities in some communities

CEO Assessment

- The community deserves our best effort, the community deserves better
- We need to acknowledge our shortcomings, learn from our mistakes, and do things differently
- We need to maximize transparency and find new ways to engage the community
- We have to continue to strive for excellence: a culture of continuous improvement in safety, quality and the way we do business
- **Vision: to be the community's hospitals of choice; to provide the best possible high-quality evidence-based care in a patient and family-centred environment**

B. Suggestions on the Way Forward

*Some ideas of what we can do
differently at NHS*

Caveat

- We don't claim to have all the answers but we will listen
- We won't always get it right moving forward; we may still need to adjust and correct course
- We are committed to a new way of doing business, to acknowledging our shortcomings, to learning from our mistakes as a learning organization
- Our action plan won't fix everything; we hope it is a good start, and we will build on it with other initiatives in coming months and years ahead

8 Point Action Plan

- 1) Continue to strive for the highest standards of patient safety, quality, and excellence
- 2) Assess our reputation and relationship with our community; share the results and action plan; implement improvements
- 3) Commit to a culture of transparency and clear and timely communication
- 4) Renew our process for dealing with complaints and quality issues; share our performance with the community
- 5) Embrace the spirit of open mindedness and consensus building; support the Hospital Improvement Plan evaluation and outcomes
- 6) Renew vacancies in our leadership ranks with individuals who support the new culture
- 7) CEO & Chief of Staff to lead improvement of relationship with Medical Staff
- 8) Exceed government requirements for infection control; become advocates for stricter reporting standards in Ontario

C. Next Steps

Initial Milestones:

1. Culture of Excellence and Patient Safety
2. Continued Transparency and Timely Communication
3. Relationship and Trust Assessment

- We need to understand the depth and nature of our challenges on a community-by-community basis; we need unfiltered, objective information
- We will engage an international expert on trust and reputation, Dr. Terry Flynn at McMaster University
- Dr. Flynn will produce an independent report, using the best research practices, which we will publish
- We will produce and act on an action plan in response to Dr. Flynn's findings

D. Questions?