



# Vitalité, your health care network

Quarterly Report to the Community  
MARCH 2023



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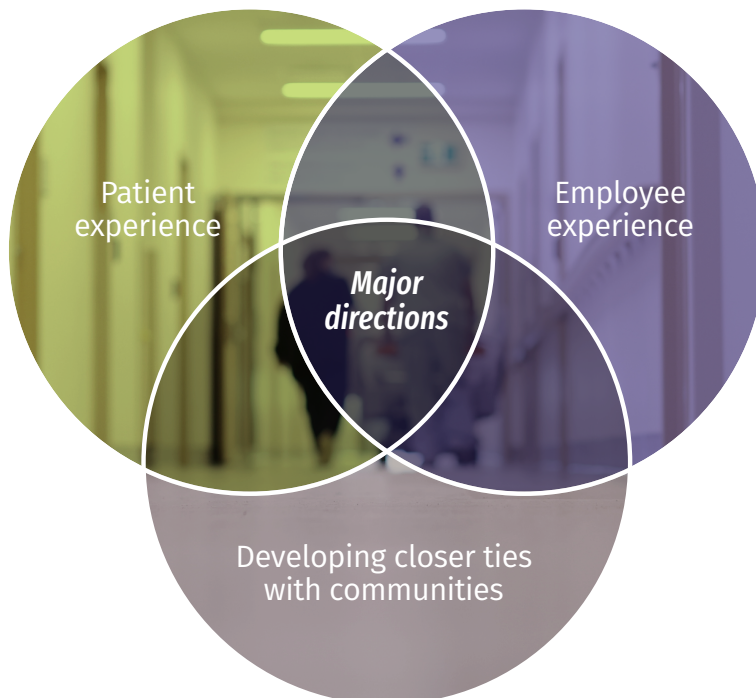
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## Strategic priorities

- Access to primary health care
- Patient flow and hospital performance
- Staff recruitment and retention





# Vitalité, your health care network

## **Message from the President and CEO and the Trustee**

With an aging population and a significant lack of professional resources, the health care system will have to redefine itself.

Most agree on the need to review the delivery of care, to improve our processes to make our teams and facilities more efficient, and to build on the collective strength of our organization and our communities by implementing mechanisms for collaboration and engagement.

Therefore, Vitalité Health Network has resolutely adopted this approach with many initiatives to improve patient experience and employee experience and to build closer ties with its communities.

Some 37 improvement projects are currently under way, involving a variety of priority issues within our organization, such as recruiting and hiring, access to care, and patient flow.

These projects are based on a strategic management and rapid execution approach. They are targeted and meet actual needs. They are initially conducted on a smaller scale and are then rolled out across the Network.

It is a demanding systematic approach for participating teams as it requires perseverance, but it pays off. Thanks to the sustained efforts of the teams, we are seeing real improvements in several areas. The solutions are realistic and sustainable because they come from people who experience the actual situation daily.

So, we would like to thank all the people who participate, directly or indirectly, in improvement initiatives within the Network and to acknowledge the commitment of all health care workers who, despite the challenges, work diligently to provide kind, compassionate care.

This quarterly report was prepared to inform you about some of these initiatives and the progress made since January 2023. It also includes some results provided in the organization's Performance Report published on the Network's website.



# Improvement initiatives and projects

## PATIENT EXPERIENCE

### Putting patients and families first, a responsive health care system

#### Patient flow in the Emergency Department at the Dr. Georges-L.-Dumont University Hospital Centre

With emergency room overcrowding, an improvement project was conducted at the Dr. Georges-L.-Dumont UHC to reduce patient wait time and ambulance handover delays.

#### Improvement initiatives in the Emergency Department:

- Patient flow coordinators hired to improve patient management and reduce overcrowding;
- Care attendants positions created to monitor the health condition of patients in the waiting room;
- The material and space were reorganized and visual management tools were added to improve efficiency;
- A new resuscitation room was set up.

#### Key results



#### Reduction in length of stay \*

- Total length of stay for patients under observation but not admitted **9.1%**
- Stretcher occupancy rate for patients not admitted **5.3%**
- Length of stay **9.7% level 4** and **4% level 5**

\* for December 2022 compared to the January to July 2022 average



*“I’m proud of my team who successfully responded to the challenges posed by the pandemic and developed a good work dynamic over the past few months. The work climate has significantly improved thanks to adjustments to our operations and the arrival of new recruits.”*

- Chantale Bezeau-Chiasson, Nurse Manager, Emergency Department

#### Patient flow in the 4C Department at the CHU-Dumont

Together with improvement efforts in the Emergency Department, a project was carried out on 4C in the same facility. This project focuses on discharge planning for patients upon admission, thereby reducing the length of stay and the time between signing the discharge and the patient’s departure. Freeing up beds more quickly improves patient flow and has a positive impact on bed management.

#### Key results



#### Improvements since the beginning of December 2022:

- **Increase** in the number of departures before 10:00 a.m. **9%**
- **Increase** in the number of departures before 12:00 noon **18%**



## Individualized care management

Individualized care management is now available to patients who have been seen at an emergency department five times or more or who have been hospitalized three times in the course of a year. A care plan is drawn up with the support of a nurse to help them better manage their health condition. This program, which was initiated in the Edmundston, Bathurst, Campbellton and Moncton areas, has recently been extended to the Kent County and Acadian Peninsula.

## Intravenous iron

Administering intravenous iron in the hospital setting required nearly 16,000 nursing hours per year in 2021. An innovative project was conducted to review this practice, exploring first a new formula, i.e. Monoferric®, which requires fewer nursing hours and reduces the frequency of treatments, allowing health care workers to carry out other tasks in the hospital setting.

### Key results

#### Reduction in the number of visits



45-65%

#### Reduction in the number of hospitalizations.

15-40%



### Key results

• **2,073 visits** avoided (per year)



• **13,143 fewer treatment hours** (per year)



## Improvement initiatives in mental health and addiction services

### Crisis intervention services integrated with emergency departments

- Improved management of patients who come to the Emergency Department with mental health or substance use disorders:
  - ▶ Social workers and community workers were hired;
  - ▶ Access and coordination of services were improved;
  - ▶ Support is provided to patients and their family members.

### Continued training for teams

- Training in preventing and managing suicidal behaviours for emergency department staff throughout the Network
- Training on trauma-informed care for the staff of the Youth Unit at the Restigouche Hospital Centre
- Training on psychological trauma-informed care for emergency department staff and mental health and addiction services staff

### Telepsychiatry

- Telepsychiatry ensures access to psychiatric assessments in community hospitals.

### Early screening

- A suicidal risk assessment tool was implemented in triage in Zone 6:
  - ▶ A standardized questionnaire allows for early screening and referral.

## Community interventions

- Support from our mobile teams to individuals in crisis, in partnership with the police department:
  - ▶ On-site assessment and defusing of crisis situations
  - ▶ Referral to services in the community
  - ▶ Support for emergency department staff

## One-time therapy

- This approach was implemented by child-youth teams and adult teams, community mental health centres, and addiction services.

### Key results



- **1,537** interventions between January and December 2022
- **83.8%** of interventions managed in the community
- **Decrease of 3.5** potential emergency department visits per day

### Key results

- **Decrease** in child-youth team wait lists
- **Decrease** in adult team wait lists

**66%**

**54%**



## Support for shelter clients

- Multidisciplinary teams visited the four shelters in Moncton to facilitate access to mental health and addiction services and help prevent communicable diseases.

## Other projects under way:

- Digital pathology
- Enhanced Recovery After Surgery (ERAS)
- Cataract surgery (Chaleur region)
- Surgical suite at the Edmundston Regional Hospital
- Phlebotomy at the Dr. Georges-L.-Dumont UHC
- Home hemodialysis





# EMPLOYEE EXPERIENCE

## Meaningful employee experience, performing organization

### Recruiting and hiring (nursing)

A working group meets daily to review recruiting and hiring efforts:

- Rapid mobilization of known potential candidates
- Residential and community relocation assistance
- Financial incentives
- Improved placement experience

### International recruiting

Our international recruiting missions resulted in a list of over 400 potential candidates. In February 2023, Network representatives attended job fairs in Abidjan, Marrakech, Casablanca and Dakar. More missions will take place in France and Belgium in April 2023.

Key results	Number of graduates hired (accepted offers)	Number of international hires (accepted offers)	International offers for which a response is pending	Other hires (accepted offers)
Registered nurses	96	23	1	25
Licensed practical nurses	56			24
Patient care attendants	53	147	190	29



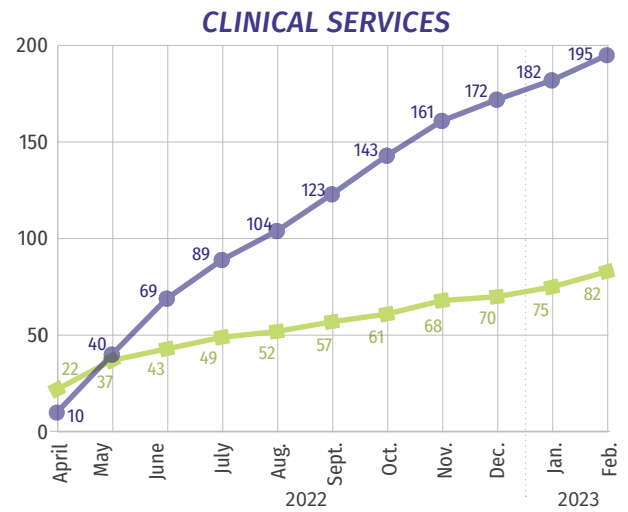
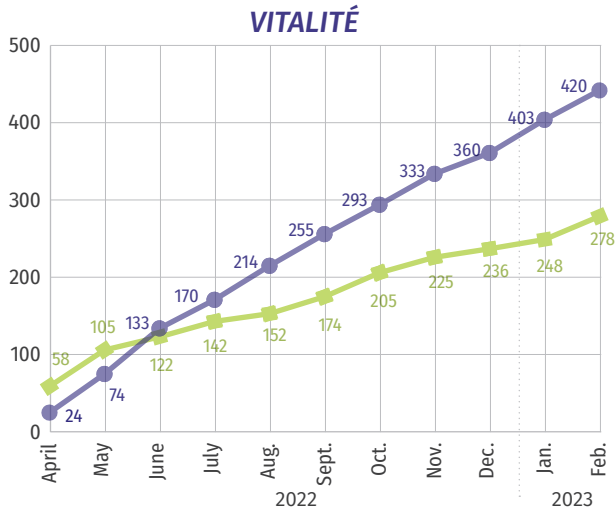
*“We are pleased to see our recruiting efforts pay off. Our staff members are the Network’s most valuable resource. Retaining them means listening to them, recognizing them, and ensuring their well-being. These are organizational values that are important to us.”*

- Jérémie McIntyre, Talent Acquisition Counsellor

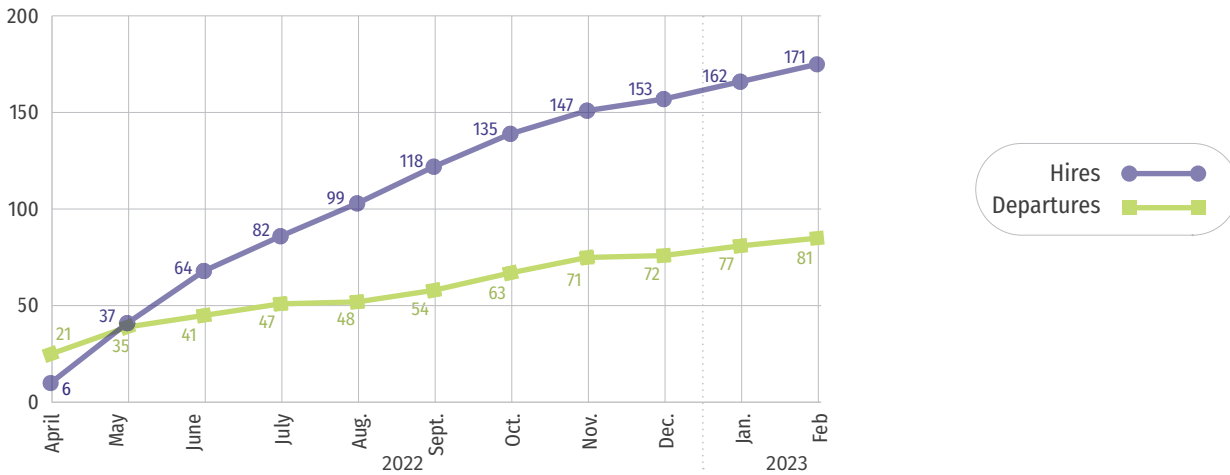
## Retention

To promote retention, exit interviews are conducted with all nursing staff members who leave their jobs. The trend showing an increase in the number of people hired compared to the number of people leaving continues.

## Key results



### VITALITÉ (Registered nurses, licensed practical nurses, patient care attendants)







### New nursing training opportunities

The Network participates in the Step Up to Nursing initiative. This new training model allows health care workers to balance work and school while completing one of the two program streams: the Personal Support Worker Pathway (to become a licensed practical nurse) or the Licensed Practical Nurse Bridge (to become a registered nurse). Participants are paid a full-time wage and benefits while working part-time. The provincial government covers tuition.

### Support for our nurse practitioners

An advisory committee will enable nurse practitioners to take part in decision-making and a mentoring program will be set up shortly. A series of measures have been taken to rethink learning opportunities, improve the orientation process, eliminate tasks and procedures that have no added value, ensure access to technological tools, provide greater flexibility in scheduling, and develop tools to gather information on patient experience.

### Other projects under way:

#### Effective recruiting management

- A recruiting scorecard was developed
- Single entry point for placements facilitates hiring

#### Retention initiatives

- Process to welcome and integrate new employees (nursing)
- New leadership skills framework
- Wellness booths for employees



## BUILDING CLOSER TIES WITH COMMUNITIES

### ***Engaged communities, healthy communities***

As part of a series of community meetings held across the Network's territory, Network representatives went to Shediac and Cap-Acadie on January 24, 2023, to Memramcook on January 31, 2023, and to Campbellton on March 1, 2023, to discuss the health care needs of these communities with elected officials. Other meetings are planned to continue with co-construction efforts.

Some municipalities are adopting the learning community approach proposed by the Network, which allows them to engage in a formal process to improve population health.



*“In Memramcook, we are very pleased with Vitalité Health Network’s willingness to engage municipalities in the search for solutions to improve access to primary care and health care services in our community and to support us in initiatives promoting the health and wellness of our citizens. This partnership between the Network, our municipality, and community partners is very well received.”*

Maxime O. Bourgeois, Mayor of the Village of Memramcook

### **Recruiting, welcoming and integrating new health care workers**

Communities play a major role in recruiting and retaining health care workers who choose to settle in their region. They are in the best position to promote the attractions that their region has to offer and to welcome and integrate newcomers in order to encourage them to stay. The Network commends the efforts of the municipality of Haut-Madawaska and Advisory Committee of the Haut-Madawaska Community Health Centre in developing effective promotional tools to recruit health care workers.

### **Community health needs assessments**

Governed by law, community health needs assessments (CHNAs) are dynamic, ongoing processes undertaken to identify the strengths and needs of communities.

These assessments help to set health and wellness priorities that improve the population health status. They are conducted on a cyclical basis in the 13 communities of the Network.

### **CHNA of the Bouctouche, Richibucto and Saint-Antoine area**

A community health needs assessment was carried out in the Bouctouche, Richibucto and Saint-Antoine area. The assessment report is expected to be distributed to community partners in April 2023.





**Upcoming project:**

**Engaging patients and families as partners in care**

Studies show that engaging patients and families as partners in care is beneficial for patients, families, and health care workers. It has been demonstrated that a structure engaging patients and families in their care:

- improves the quality of work life for employees
- increases patient satisfaction with the care received
- improves general health
- reduces hospitalization and readmission rates
- reduces the number of visits to the emergency department

A project to implement mechanisms to engage patients and families as partners in care will be carried out in early spring 2023.



# Health care workers and volunteers, the driving force behind the Network



## **Accreditation Canada: a near-perfect score for the Network**

The Network's accreditation status was recently renewed, thereby confirming that the care and services provided to the public meet national quality and patient safety standards. **The Network earned an overall compliance rate of 95.4%. This is a 4.5% increase over the last survey conducted in 2017.**



*“We wish to thank all the employees, volunteers and physicians of the Network. The efforts made by everyone are what made it possible to renew our accreditation status in the midst of a pandemic. This accreditation is tangible proof that we provide quality care and services that not only meet patients' needs but also nationally recognized standards.”*

- Dr. France Desrosiers, President and CEO

To assess the processes of a health care organization, Accreditation Canada uses standards grouped into manuals. The Network earned a compliance rate of 95% or over for 18 out of 25 of the standards manuals. It also achieved a **perfect score of 100%** in four areas:

- governance
- infection prevention and control
- point-of-care testing
- addiction services



## **A renewed role for our volunteers**

During the pandemic, we highlighted the dedication of our volunteers who performed outstanding work at vaccination clinics. Based on that experience, the Network and its volunteers are redefining their role within the organization.

One of the initiatives under development in volunteer services consists in integrating volunteers into health care teams to assist with the delivery of certain types of care.



## Connecting with health care workers



### Let's chat with the Leadership Team

In an effort to connect with health care workers within the Network, the Leadership Team invites them to a monthly virtual meeting to create an informal interaction space where to share successes, showcase current projects and initiatives, and allow participants to ask questions, express themselves, and make suggestions for improvement.

### To your health and your ideas!

The Leadership Team launched a new initiative in February 2023 to connect with people working in the Network facilities. The theme of these regular monthly meetings, which are held at lunchtime with small groups of health workers, is **"To your health and your ideas!"**.



### "I choose Vitalité!" campaign

To support efforts to recruit and retain health care workers, the Network adopted a new image under the theme "I choose Vitalité!" While employee experience is one of the major priorities of the Network, this theme will be used for campaigns to recruit and recognize staff members and volunteers. These campaigns will feature portraits and testimonies from champions who choose Vitalité on a daily basis.





## Openness and transparency to serve you better

### Follow our progress

#### See the Performance Report

- Published on the Network’s website and updated quarterly.

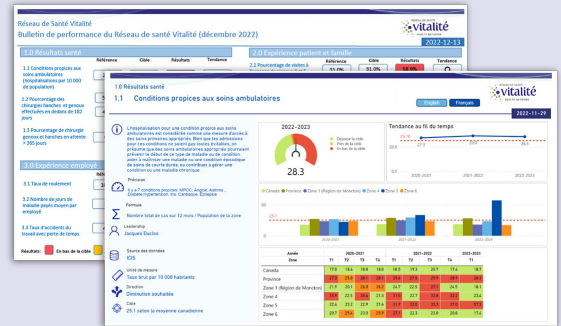
#### For each key indicator, the report provides:

- the benchmark (national or international data for the same indicators);
- the Network’s target for the current quarter;
- the result at the end of the quarter;
- the trend since the previous quarters.

#### The colour code makes it possible to monitor progress:

- ■ Green – exceeds target;
- ■ Yellow – meets target (+/- 5%);
- ■ Red – below target.

### Performance Report



[Vitalité Key indicator \(vitalitenb.ca\)](https://vitalitenb.ca)

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Give us your feedback, suggestions or comments via e-mail at [engagement@vitalitenb.ca](mailto:engagement@vitalitenb.ca)