

WWLHINnews

OPERATIONAL REVIEW TEAM REPORT FOR CAMBRIDGE MEMORIAL HOSPITAL SHARED WITH PUBLIC

Review team identifies opportunities to maintain high quality patient care while balancing budget

CAMBRIDGE, ON – Today, the Operational Review Team appointed to assist Cambridge Memorial Hospital (CMH) presented their findings at a Town Hall Meeting. The Final Report is posted to the Waterloo Wellington Local Health Integration Network's (WWLHIN) website, Waterloo Wellington Partners In Health, www.wwpartnersinhealth.ca.

The WWLHIN appointed the team in February to work with CMH's Senior Administrative Team and Board of Governors to support their efforts to continue to provide high quality care, while sustaining the community hospital through fiscal challenges.

The Team Lead, Vickie Kaminski, former Chief Executive Officer, Hôpital régional de Sudbury Regional Hospital (HRSRH), successfully led the Sudbury hospital through a \$30 million recovery plan from 2002 - 2005. Kaminski was recently appointed President and CEO, Eastern Health Authority, St John's, Newfoundland. The core team also includes CMH's nominee Sue Matthews, Vice President Patient Services and Chief Nursing Executive, Niagara Health System, and WWLHIN appointees Paul Temple, Principal of Front End Solutions (Waterloo) and Ken Tremblay, President and CEO, Chatham-Kent Health Alliance.

The purpose of the Team was to conduct a comprehensive review enabling CMH to develop an Improvement and Recovery Plan for the hospital.

The Review Team identified 32 recommendations that CMH can implement to support the hospital's success in maintaining high quality care and achieve a balanced budget position.

The strategies include:

- adopting a philosophy of empowering staff and middle managers to support inclusive decision-making processes
- providing the necessary data and tools to directors and managers to enable their full participation in developing the hospital implementation plan
- supporting physician leadership in monitoring and evaluating patient care activities
- implementing proven management practices used at other Ontario hospitals to become more efficient in day-to-day operations
- conducting a culture survey to develop a work plan to change the organizational climate from a fear-based culture to one that is open, transparent and respectful
- establishing a policy that requires the organization to operate within available funding
- improving the use of data and information to make informed decisions

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- improving staffing and scheduling practices to ensure staff skills are fully utilized in delivering care and services
- identifying opportunities to reduce sick time and overtime
- developing standardized purchasing procedures for some patient areas to help reduce equipment costs

During the review process, the Review Team conducted a series of meetings with hospital senior leaders, doctors, staff, board members as well as representatives from other local health care organizations. Team members also reviewed data related to hospital finances, board activities, patient care activities and performance reports to prepare the Final Report.

The review has identified further opportunities for CMH to collaborate with other health care partners within the WWLHIN.

As part of the Operational Review process, the WWLHIN has received CMH's proposed Hospital Improvement and Recovery Plan. The Plan outlines how CMH proposes to continue to provide high quality care within their approved funding allocation. Prior to any changes, the WWLHIN requires the hospital to consult with the community and its health care and community partners.

QUOTES

"The recommendations in the report provide clear direction for the Board of Governors and the Senior Administrative Team at Cambridge Memorial Hospital to maintain their commitment to high quality patient care and to achieve a balanced budget," said Kathy Durst, Chair, WWLHIN Board. "We sincerely appreciate the work of the Operational Review Team, and as evidenced by their Final Report, the team was focused on quality patient care while identifying achievable actions for CMH to be in a balanced budget position."

"Once the WWLHIN Board thoroughly reviews and discusses the proposed Hospital Improvement and Recovery Plan, we will then indicate to the hospital if the Plan is acceptable or needs further work," said Durst.

"It is important to note that the proposed Plan requires written approval from the WWLHIN, prior to implementation. As of today, the Plan has not been approved by the WWLHIN," confirmed Durst.

She added, "We need to complete our due diligence in our review. And we commit to Cambridge and area residents that our focus is on maintaining a strong and sustainable hospital."

"We have made a commitment to CMH to review their plan as quickly as possible and provide feedback so they can continue to meet the health care needs of local residents," said Sandra Hanmer, CEO, WWLHIN.

"The Operational Review Team members have used their extensive knowledge and experience as respected health care leaders in our province to assist CMH," indicated Hanmer. "We know that this has been a challenging year for all of our health service providers as they work to deliver quality health care programs for the residents of the WWLHIN, within their funding allocations."

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QUICK FACTS

On July 28, 2008, CMH entered into a Hospital Service Accountability Agreement (H-SAA) with the WWLHIN. The H-SAA outlines patient care delivery targets, and funding allocations for the two year agreement. At the time of signing the H-SAA, CMH agreed to manage an in-year deficit of approximately \$1.5 million.

The hospital's budget for 2008 - 2009 was approximately \$103.4 million. In November 2008, the hospital administrative team forecasted a \$3.5 million deficit for the 2008 - 2009 fiscal year, which ended March 31, 2009. CMH's actual year-end deficit for 2008 - 2009 is \$2.9 million. The hospital is also predicting a further deficit of \$5.6 million for 2009 - 2010.

The H-SAA requires hospitals to meet a number of performance obligations including patient care delivery targets and achievement of balanced budgets for two fiscal years, 2008 - 2009 and 2009 - 2010. This is the first time hospitals negotiated their service accountability agreements with LHINs, previously this was done with the Ministry of Health and Long-Term Care. The H-SAA outlines the hospital's budget, performance targets and commitment to work with the LHIN.

The Waterloo Wellington Local Health Integration Network is responsible for planning, integrating, coordinating and providing funding to 79 health service providers including hospitals, long-term care homes, community support services, community health centres, the Community Care Access Centre and community mental health and addictions agencies in Waterloo Region, Wellington County and South Grey. The WWLHIN operates an annual health care budget of close to \$858 million.

LEARN MORE

The Operational Review Team presentation is posted to the WWLHIN website at www.wwpartersinhealth.ca, click on Operational Review Team Findings.

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Attachments: CMH Operational Review Team Final Report
Operational Review Team Presentation – Town Hall Meeting

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June 30, 2009
2009/2010:14