

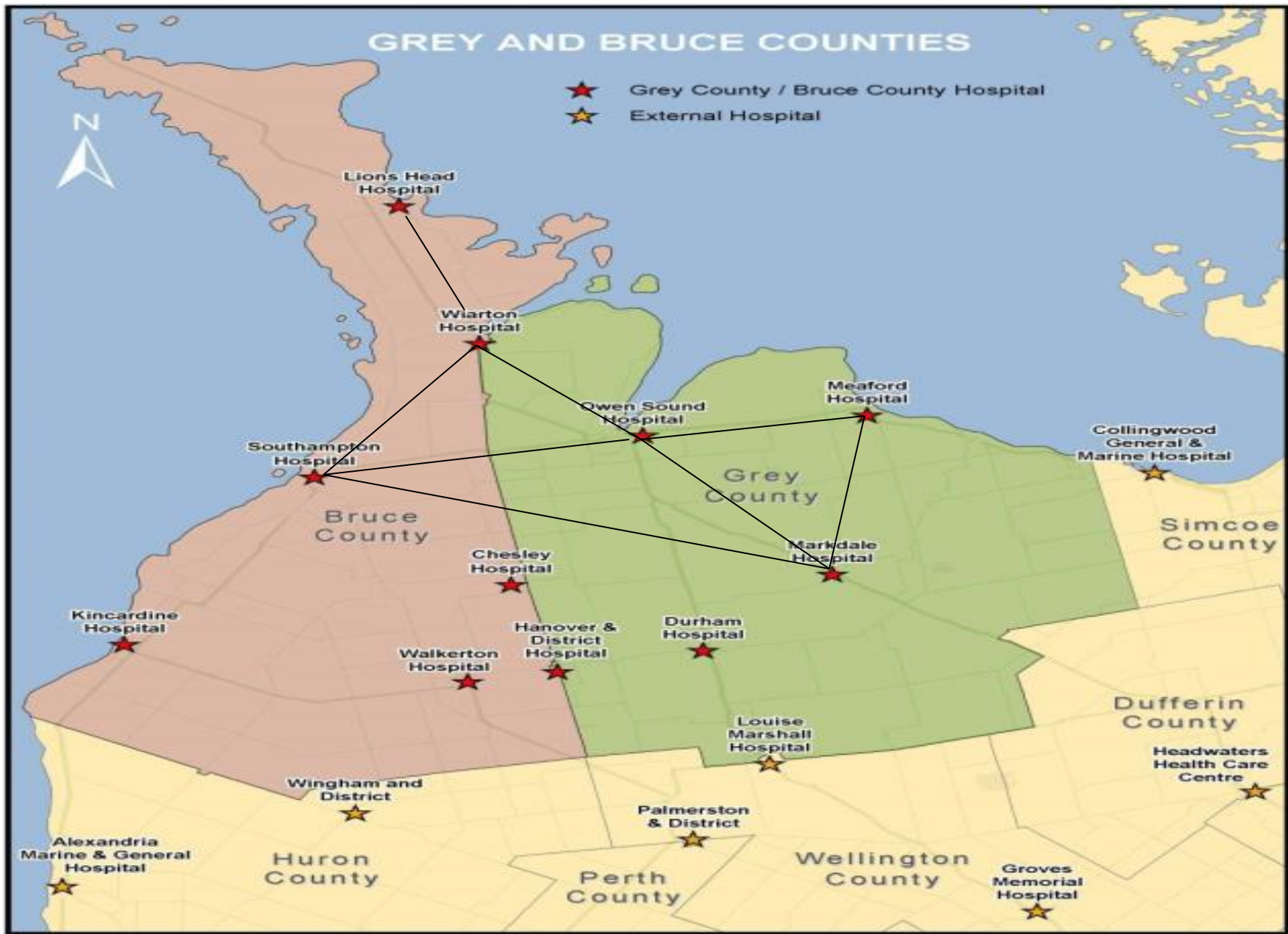


GBHS Surgery Program

Lance Thurston, GBHS President & CEO

Judy Shearer, VP Clinical Services, Chief Nursing Executive

Meaford, March 28, 2017



1:720,000

2014 06-03_GreyBruce_Hospitals11.mxd

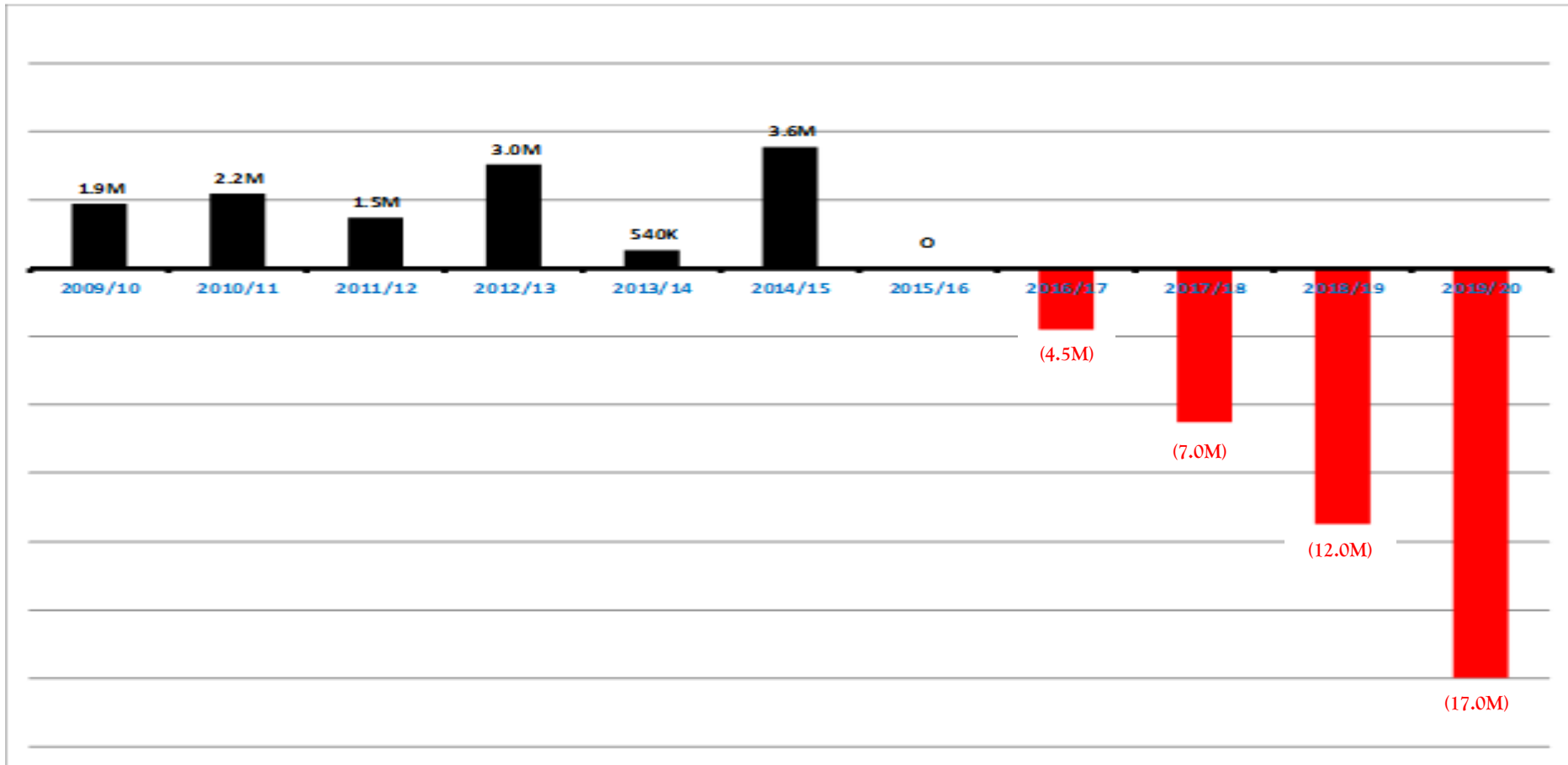
GBHS by the Numbers

- **1630 employees**
- **250 physicians credentialed**
- **1,100 volunteers**
- **Six hospitals, Withdrawal Management Centre**
- **All 6 hospitals have 24/7 ER, lab, x-ray, inpatient beds, clinics**
- **\$190+ million annual budget**



GBHS at a Cross Roads

Without changes, the annual deficit from operations is projected to exceed \$17 million by the end of 2019/20



Back to Balance

- Board approved action plan to reduce the operating deficit over four years
- Inclusive, transparent, respectful of all stakeholders
- Evidenced-based decisions with measurable outcomes
- Advocacy



Back to Balance Efforts

Savings Initiatives 2017/18*	Detail	Estimate
Wave 1 Initiatives		
Surgical Review	Consolidation of surgery	\$550,000
Non-OHIP fees	Increase fees to industry levels	\$500,000
Physician OHIP billing	Reconciliation process	\$500,000
Patient Transport	Chairs vs stretchers	\$100,000
Staff Mileage/Transportation	Best practice	50,000
QBP Revenue Capture	patient record coding project	\$200,000
Ambulatory Care Review		TBD
Skill Mix Review		TBD
Sub-total		\$1,900,000
Wave 2 Initiatives		
Retail Pharmacy Expansion	Owen Sound site	TBD
Energy Management	Variety of opportunities	TBD
Service Reviews	Cafeteria, Laundry, Procurement, other	TBD
Case Costing Project	Ontario Case Costing Project	N.A.
Internal Efficiencies		
Budget reductions	Misc. with no lay-offs	\$1,200,000
Annualized Total		
Projected Year End Deficit	2017/18	\$6,000,000
Difference		\$2,900,000

TBD=To Be Determined

Review of Surgery Program

- A year-long review of the GBHS surgery program
- Working group of staff and physicians from across all GBHS hospitals
- 5 options assessed for quality outcomes, patient experience, process efficiency and cost effectiveness



Options Considered

	Option	Savings
1	Modify staff positions to included both Registered Nurses and Registered Practical Nurses	\$186K
2	Consolidate all rural elective surgeries in Meaford and continue roaming endoscopy program	\$270K
3	Consolidate all rural elective surgeries in Meaford and all rural endoscopies in Southampton	\$295K (1/2 block Endoscopy Southampton/day surgery Meaford) \$469K (Endoscopy full day block alternate weeks Southampton/Meaford)
4	Consolidate all elective surgeries and all endoscopies in Owen Sound	\$456K
5	Consolidate all elective day surgeries in Owen Sound and continue with rural roaming endoscopy program at all four rural locations	\$550K

Considerations

- ✓ Patient first/ quality of care
- ✓ Staff
- ✓ Physician livelihood
- ✓ Physician recruitment
- ✓ Economic impact
- ✓ Social Impact
- ✓ Financial



Preferred Option

- Consolidate elective day surgery currently offered in Meaford, Markdale and Southampton hospitals into the surgical program at the Owen Sound Regional Hospital
- Continue endoscopies in Markdale, Meaford, Southampton, Wiarton and Owen Sound



Elective Day Surgery – What is it?

- **Elective surgery** - scheduled in advance (eg. knee scopes, carpal tunnel and other minor hand procedures, minor foot surgery)
- **Patients go home same day – no overnight stay**
- **Surgeries that require an overnight stay (inpatient surgery) are not typically done at the rural hospitals (hip, knee)**
- **Elective Day Surgery is not Emergency Surgery**



Does This Mean the Meaford Hospital Will Close?



- **No. Proposal is to transfer only elective surgeries to Owen Sound**
- **479 elective day surgeries performed in Meaford**
- **Of those, 28% of patients (134) from Meaford**



Keep Endoscopy Service in Meaford

- Continue with endoscopy program at Meaford
- 597 endoscopies at Meaford Hospital last year
- 78% were from Meaford (465 people)



Why Keep Endoscopy?

- **Service used by local residents**
- **Maintains local presence of the 5 general surgeons who support the travelling endoscopy program**
- **A diagnostic procedure; not surgery (colonoscopies)**
- **Less stringent requirements to maintain sterility of environment**



Why Keep Endoscopy?

- **Conscious sedation; not deep anesthesia**
- **Do not need a fully equipped Operating Room**
- **Traveling endoscopy program – one set of instruments for 4 rural hospitals**



Is this The Thin Edge of the Wedge?



Committed to Multi-Sites

- While services may change, commitment to all hospitals remains strong
- What can we do to strengthen our hospitals?



Your Meaford Hospital

- Well maintained hospital, in good repair
- 100 staff
- 60 active Auxiliary volunteers, strong Hospital Foundation
- Heliport
- Excellent volunteer gardeners!



Quality Care @ Meaford Hospital

✓ 24/7 Emergency Room

✓ In-patient beds

✓ Cardiac monitored beds

✓ Diagnostic Imaging

✓ Laboratory

✓ Allied health supports

✓ Palliative care room



Meaford Hospital Activity (2015/16)

ER Visits	9,490
Patient Days	4,275
Diagnostic Imaging Tests	8,638
Lab Tests	126,300
Physio Days	1,612
Endoscopy Procedures	597
Elective Day Surgery Cases	479



Keeping Community Services in Hospital

- **Memory Clinic (Dr. Mulroy, Dr. Martin)**
- **Outpatient Mental Health Services (GBHS)**
- **Community Care Access Centre Office**
- **Victoria Order of Nurses Office**
- **Day Away Senior's Program (Grey County)**
- **Flex Clinic (Care Partners – for changing dressings, etc.)**
- **Thames Valley Childrens' Centre Speech Pathology**
- **New Directions Addictions**
- **Auxiliary Gift Shop**
- **Meaford Hospital Foundation Office**



Will Moving Day Surgery Increase Wait Times?



- **No, wait times will not increase**
- **28 surgeons in Owen Sound, 9 ORs +1 Procedures**
- **40 -70 elective surgeries booked per day, now**
- **OR staffed until 11:00 p.m. daily; back-up team on call 24/7**



Can Owen Sound Hospital Handle Extra Surgery Patients?



- **Yes. There is capacity in Owen Sound to take on more day surgery**
- **Consolidation will add 6-8 cases per day at Owen Sound**
- **Move from 5-6 ORs per day to 7 ORs per day**



Surgery Volumes at GBHS

10,000 elective surgeries at GBHS annually:

88% in Owen Sound (9 ORs, 1 procedure room)

5% in Meaford (1 operating room)

4% in Markdale (1 operating room)

2.5% in Southampton (1 operating room)



How will this Impact Staff and Doctors at Meaford Hospital?



- **Up to 8 RN positions impacted (Meaford, Markdale)**
- **Retirements, opportunities to transfer within GBHS**
- **Add 4-6 RPN positions, OR Suite Attendant, and Diagnostic Imaging Technician in Owen Sound**
- **Recruit Anesthesiologist**
- **Surgeons will have opportunity to use Owen Sound OR**
- **Reduces the demand for GP/ Anesthetist skill set**



Will this Impact Physician Recruitment in Meaford?



- **Yes, it changes required skill set of doctors**
- **GBHS will continue working with local recruitment committee to attract new doctors**
- **Other communities without an OR are attracting physicians – Warton Hospital**



What are the Benefits of Consolidation?

Standardized, quality patient care

- + Same number of patients served**
 - + No increase in wait times**
 - + Annual operating budget savings of \$550,000 +**
 - + Eliminates need to invest \$3 million in rural ORs to replace/refresh surgical equipment, sterilization systems, HVAC**
- = *Significant savings without reducing service***



Capital Needs

Capital Need	Current State (Status Quo)	New State (Proposed)
Current Owen Sound operating room capital needs	\$4M	\$4M
Replacement of all anaesthetic gas machines	\$2M	\$1.4M
Immediate equipment upgrades in Owen Sound Medical Device Reprocessing Department (sterilization)	\$1M	\$1M
Immediate upgrades to Southampton operating room, Medical Device Reprocessing Department HVAC system	\$2M	-
Update ORs that perform fluoroscopy (x-ray visualization). Walls need to be lead-lined (4 in OS; 1 in Meaford @ \$500k per).	\$2.5M	\$2M
Lighting upgrades to all Owen Sound operating rooms	\$700K	\$700K
Needed renovations to Owen Sound Post Anaesthetic Care Unit, Day Surgery and Endoscopy suite regardless of consolidation	\$2M-\$4M	\$2M-\$4M
Meaford Medical Device Reprocessing Department equipment	\$210K	-
Replace the entire fleet of travelling endoscopes	\$1M-\$2M	\$1M-\$2M
APPROX. TOTAL	\$18.5M	\$15.1M

Next Steps

- **Staff report to the Board April 26, 2017 with a summary of stakeholder feedback**
- **If approved, implementation could begin October 2017, at earliest**



Opportunity for Input

Phone: 519.378.1587

Email: Back2Balance@gbhs.on.ca

More Information:

www.gbhs.on.ca

See *Back to Balance Backgrounder Report*
and *Transformation Action Plan*

