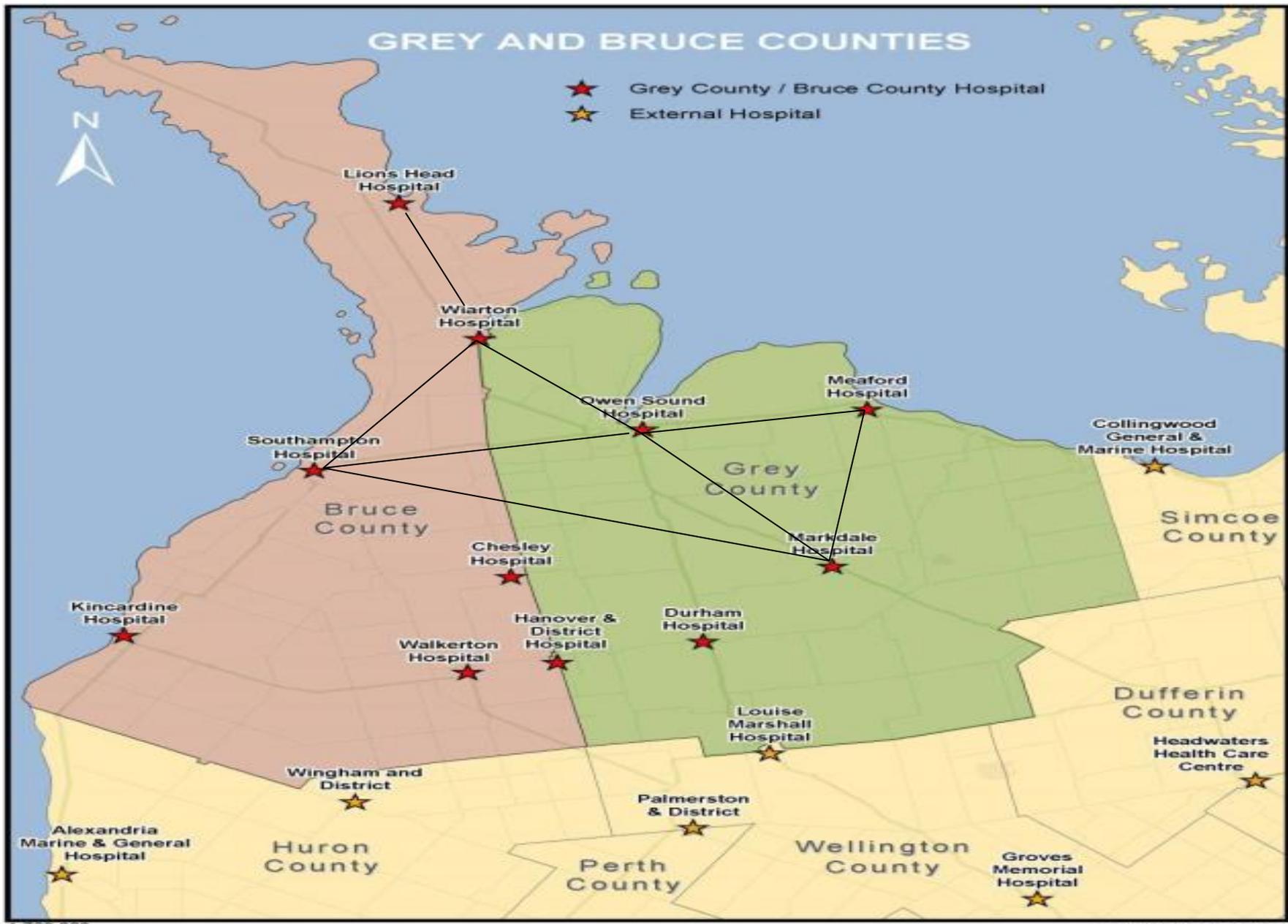




# Towards a Sustainable Surgery Program

Port Elgin, April 5, 2017



# 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**



# Your Southampton Hospital

- **Expansion of ER and Lab well underway**
- **100 staff**
- **109 active Auxiliary volunteers**



# Quality Care @ Southampton Hospital

- 24/7 Emergency Room
- Inpatient Beds
- Diagnostic Imaging
- Laboratory
- Spiritual Care
- Allied Health Supports  
(e.g. physio, diabetic education)



# Southampton Hospital Activity (2015/16)

ER Visits	15,673
Patient Days	4,590
Diagnostic Procedures	6,279
Lab Procedures	116,972
Physio Days	1952
Endoscopy Procedures	324
Elective Day Surgery Cases	253



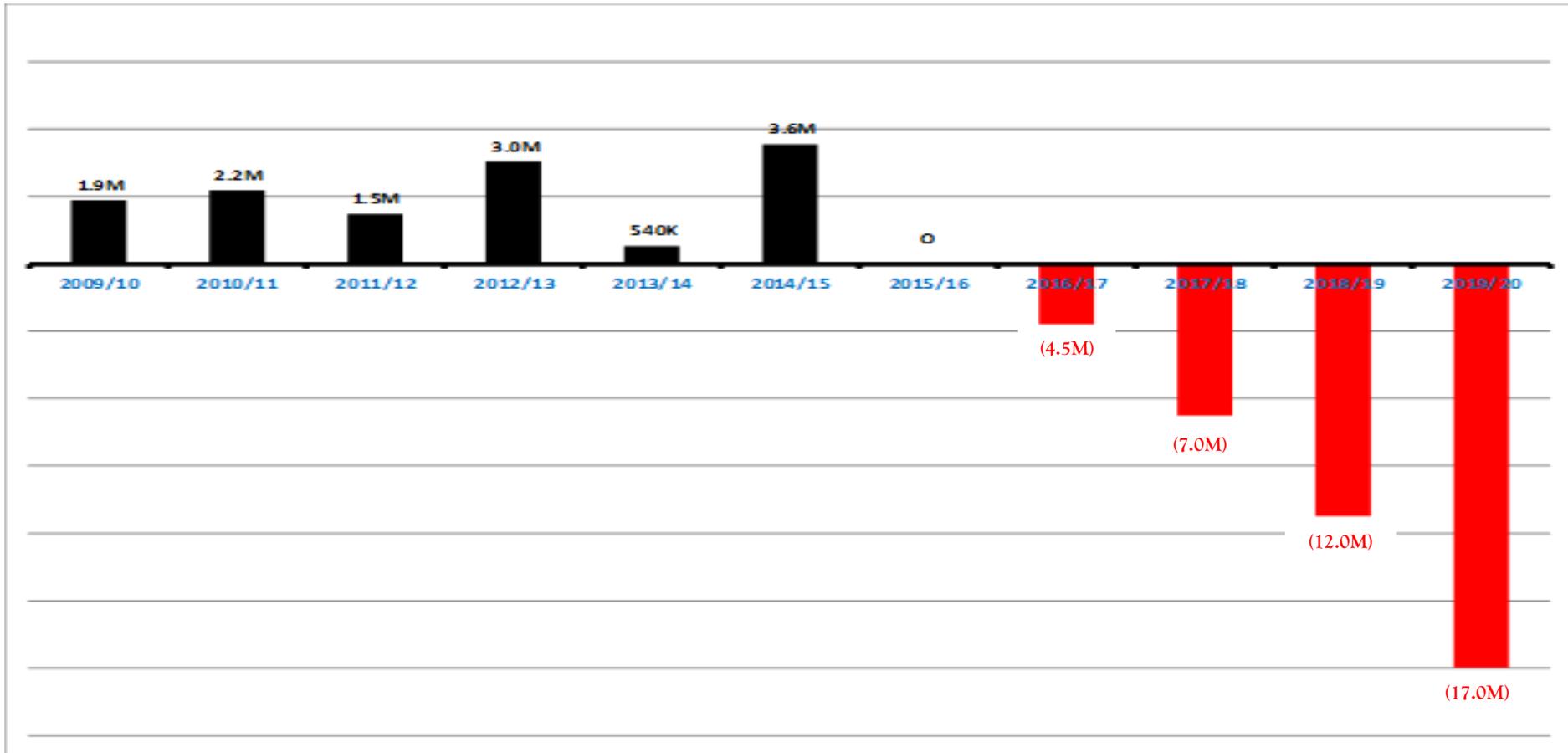
# Community Services in Hospital

- **Memory Clinic (Dr. Mulroy)**
- **Community Care Access Centre**
- **Flex Clinic (Care Partners – for changing dressings, etc.)/Victoria Order of Nurses Office**
- **Thames Valley Children’s Centre Speech Pathology**
- **New Directions Addictions**
- **Auxiliary Gift Shop (*currently closed due to reno*)**
- **Saugeen Memorial Hospital Foundation**



# 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 for funding changes
- Internal efficiencies



# Review of Day Surgery Program

- A year-long review of the GBHS elective day surgery program
- Working group of staff and physicians from across all GBHS hospitals
- Can we maintain quality, increase efficiency, reduce cost?



# Considerations

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



# Recommendation

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



# What Is Elective Day Surgery?

- **Elective surgery - scheduled in advance (not emergency)**
- **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)**



# 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)**



# What Does this Mean For Southampton Hospital?



# Re-locate Elective Day Surgery

- Re-locate elective surgeries to Owen Sound
- Ear/Nose/Throat and Dental surgery currently done in Southampton (1-2 days per week)
- 253 elective day surgeries performed in Southampton Hospital
- Of those, 27% of patients (68) from Saugeen Shores and Saugeen First Nations



# Keep Endoscopy Service in Southampton

- Continue with endoscopy program at Southampton
- 324 endoscopies at Southampton Hospital last year
- 82% were from Saugeen Shores and Saugeen First Nations (266 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)**
- **Conscious sedation; not deep anesthesia**



# Why Keep Endoscopy?

- **Less stringent requirements to maintain sterility of environment**
- **Do not need a fully equipped Operating Room**
- **Continue traveling endoscopy program – one set of instruments for 4 rural hospitals**



# Will Moving Day Surgery Increase Wait Times?



- **No increase in wait times**
- **28 surgeons in Owen Sound, 9 ORs +1 procedure room**
- **40 -70 elective surgeries booked per day**
- **OR staffed until 11:00 p.m. daily; back-up team on call 24/7**



# How will this Impact Staff and Doctors at Southampton Hospital?



- **Reduction of some RN hours allocated for OR time in Southampton**
- **Up to 8 RN positions impacted in Meaford, Markdale**
- **Add 4-6 RPN positions, OR Suite Attendant, and Diagnostic Imaging Technician in Owen Sound**
- **Surgeons will have opportunity to use Owen Sound OR**
- **Reduces the demand for GP/ Anesthetist skill set**



# What are the Benefits of Consolidation?

**Standardized, quality patient care**

- + Same number of patients served**
- + No increase in wait times**
- + Savings in both operating & capital costs**

**= *Significant savings without reducing service***



# Capital & Operating Costs for Day Surgery, Endoscopy Across GBHS

- **Maintain status quo - equipment and OR upgrades in next 3 to 5 years = \$18.5 Million**
- **Consolidate day surgery in Owen Sound, maintain travelling endoscopy program at 5 sites = \$15.1 Million**
- **Capital Savings = \$3 Million +**
- **Annual operating budget savings = \$550,000 +**



# Capital Costs In Southampton OR

- Immediate upgrades to the HVAC and sterilization equipment required to continue elective day surgery
- Estimated cost is \$2 Million
- Significant humidity issues last summer caused relocation of cases to Owen Sound



# 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](mailto:Back2Balance@gbhs.on.ca)

More Information:

[www.gbhs.on.ca](http://www.gbhs.on.ca)

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

