

# South Huron Medical Centre

November 2020



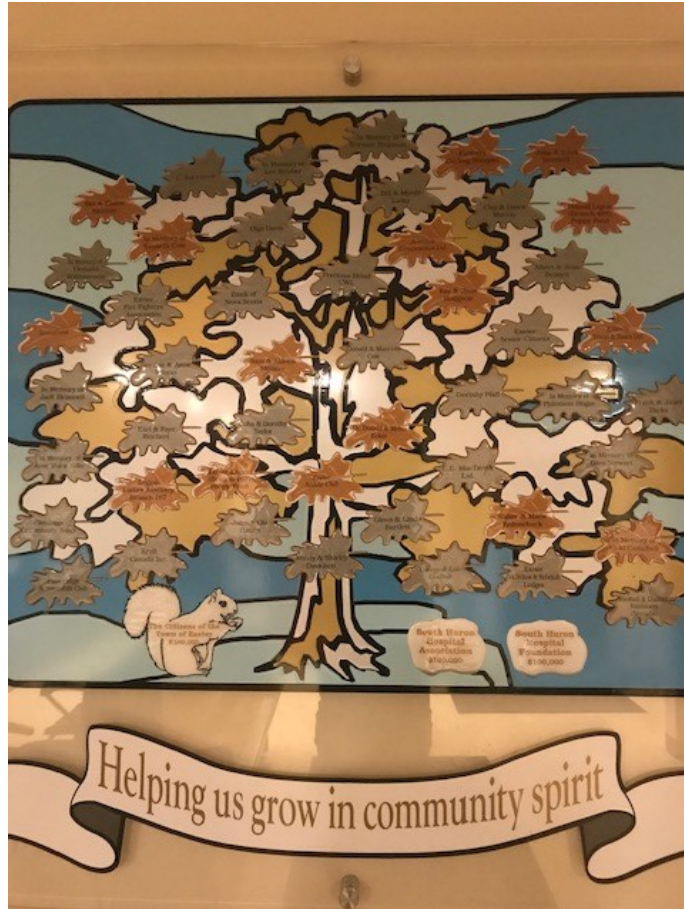
Circa 2003



Nurses' residence  
housed 14 registered  
nurse assistants.

- Built in 1958 by SHHA and partially funded through a donation by Dr. Bell, a retired dentist from Hensall.





Fundraising was held in 2003 for renovation to the clinic as it stands today. Bronze, silver and gold leaves represent levels of donations.....either as memorial donations or simply monetary donations to the project.

Exeter Lioness C  
Have Donated \$5,0  
Towards This Room

South Huron Hospital  
Auxiliary Have Donated  
Towards This Room

 HURON MOTOR  
PRODUCTS LTD  
Donated \$8,400 Towards This Room

- ▶ 6 Exam Rooms
- ▶ 2 Procedure Rooms
- ▶ 2 Clinic Rooms
- ▶ Renovations were sponsored by area service groups, businesses and individuals and families.

# The new clinic opened in early 2004.



► 4,213 sq ft.

► The clinic meets accessibility standards according to the 2011 asset detail report

South Huron  
Medical  
Centre  
currently  
houses four  
family  
physicians for  
ongoing  
primary care.

- ▶ Dr. Ryan - 3 days per week
- ▶ Dr. Lam - 3 days per week
- ▶ Dr. Bueno - 1 day per week
- ▶ Dr. Patel - 3 days per week



# Family Practice Clinic in Numbers



► *Number of Patients currently Rostered is 4599.*

# Family Practice Clinic in Numbers

## Family Practice Clinic



- Operates 5 days/wk.
- 15,047 visits in 2019/20



# South Huron Medical Centre

## Walk-in Clinic (WIC)

- Provides access for individuals without a family doctor or who can't access their usual primary care.
- Patients with non-urgent medical conditions
- No appointments needed
- 3 hrs/day, 364 days/yr



# South Huron Medical Centre in Numbers

## Walk-in Clinic (WIC)

- 5,966 visits in 2019/2020
- Patients served include tourists and cottagers



# Patient Usage of Hospital Emergency Room for Non-Emergency Conditions

- ▶ Data shows us that the number of ER visits for conditions that could be treated in the primary care clinic and/or the walk-in clinic are low
- ▶ 19.5 per 1,000 visits to Emergency at SHHA
- ▶ By comparison: Stratford (26.3), Goderich (126.2), St. Marys (54.1)
- ▶ Note: Larger centres have lower numbers however they typically have more walk-in clinics
- ▶ This demonstrates that our community understands and makes appropriate use of the health care resources our community offers

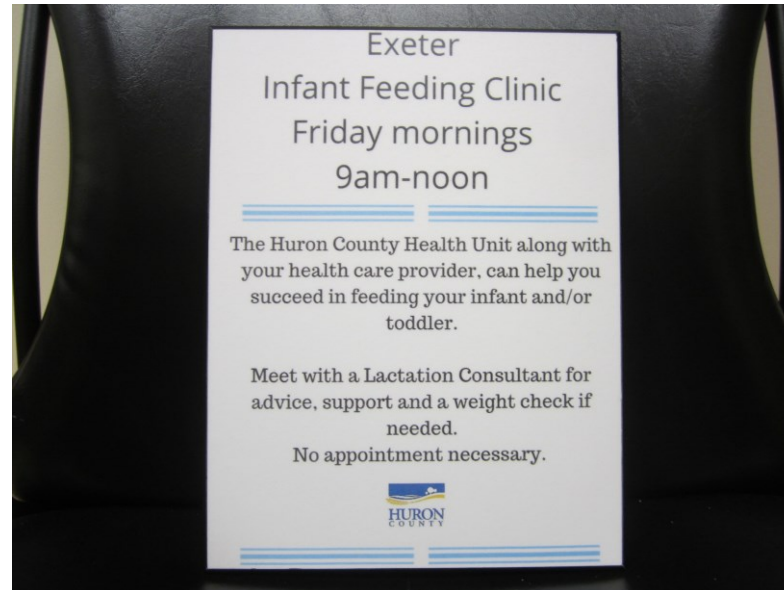


# Community Clinics are held at the Medical Centre.

In partnership with Huron County Health Unit:

- Infant Feeding Clinic - Fridays for 5 years
- Tobacco Cessation - Thursdays for 3 years

Paused Due to Covid.



# Community Clinics

- Huron Perth Crisis Centre -counselling as needed (paused)
- Choices for Change Addiction Counselling for 7 years. (resumed)
- Bluewater Area Family Health Team Social Worker (paused).



# Specialist Consultant

Psychiatrist ~ Dr. Prakesh Gangdev.

- ▶ He has worked at the clinic one Wednesday per month since 2012.
- ▶ He is provided in partnership with The Grand Bend Area Community Health Centre.
- ▶ Currently 100% virtual



# Community Nursing

- ▶ Mary Morley, RN.
  - Mary is a community care coordinator who works with our primary care physicians on shared complex patients.
  - She has access to the electronic medical records for shared patients.
  - Currently working from home.

# Family Practice Clinic~ Our People

## SHHA Staff supports South Huron Medical Centre

- CEO & Leadership Team
- Executive Assistants
- Finance
- Medical Records
- Diagnostics
- Human Resources
- Laboratory



# Family Practice Clinic ~ Our People

## Registered Practical Nurses

Each weekday there are two nurses supplied by SHHA.

- They are cross trained from a pool of 6 who also work on in-patient unit.
- Duties include venipuncture, infection control, vaccine management, patient prep and assistance.
- Union - UNIFOR





# Family Practice Clinic/Walk-In Clinic

## Our People

### Registration Clerks

Each weekday, two full time medical office assistants are supplied by SHHA.

- They are cross trained from a pool of 9 who also work in the emergency room Registration and in the walk-in clinic.
- Union - OPSEU





## Family Practice/Walk-In Clinic ~ Our People

- ▶ SHHA support staff care for South Huron Medical Centre.
- ▶ Housekeeping
- ▶ Maintenance
- ▶ Information Technology
- ▶ Supplies Management

The family  
practice  
clinic doctors  
have a signed  
agreement  
with SHHA.

## Doctors participate in:

ER Coverage (Dr. Ryan is Chief of Emergency Department)

Hospitalist\* Coverage (Dr. Patel is Lead Hospitalist)

\*A hospitalist is a clinician whose primary focus is the general medical care of hospitalized patients

Committee Work (Dr. Bueno is on Quality, Utilization and Risk Committee)

Leadership (Dr. Ryan is President of the South Huron Medical Staff Association; Dr. Lam is a past Chief of Staff)

Walk-In Clinic Coverage



Electronic medical records (EMR), Practice Solutions, was implemented in September 2010.



- Hardware is owned and maintained by SHHA.
- Software is owned by Physicians.

Our Primary care doctors and staff see the value in focusing on:

- ▶ Patient Access (post discharge from hospital visits, diagnostic imaging, consultant clinics, virtual care, community lab draws)
- ▶ Collaboration (eg. Huron-Perth Public Health, Choices for Change)
- ▶ Patient Experience (patient relations, survey)



Ongoing  
quality  
improvement

- ▶ There is always room for ongoing quality improvement and staff is always willing to participate and offer suggestions for change ideas.
- ▶ Staff has worked with “Partnering for Quality (PFQ)” to improve practices for smoking cessation, opioid management, referral flow.

Ongoing  
quality  
improvement

# Policies & Procedures

- ▶ Overall SHHA Policies are followed for health and safety, Covid-19 prevention, infection control, privacy, human resources, patient relations, etc.
- ▶ Specific policies and procedures are in place for primary care and walk-in clinic related activities.



# New and Now!

- ▶ Due to covid restrictions, continuance of out-patient lab draws inside SHHA walls was impossible.
- ▶ Early on in the pandemic, SHHA RPNs were able to safely accommodate some community patients at the same time as Family Practice Clinic lab draws were being done.
- ▶ However as numbers increased, access to the service greatly decreased for all.
- ▶ Although private labs were not willing to "set up shop" in Exeter, DynaCare Laboratory was willing to enter into a partnership with SHHA.
- ▶ Beginning in Oct. 2020, a second lab draw station was set up at South Huron Medical Centre and a SHHA Medical Lab Assistant is available for out-patient lab draws, by appointment, three mornings per week. A DynaCare courier picks up the samples and transports them for testing at their lab in London.

# How it Works

One of the key enablers of a more uniform, high quality local health system is an environment where the local medical neighbourhood provides easy access to interprofessional teams, specialists, and community care resources.

SHHA was years ahead in innovating this model. Current recommendations are being made to support this type of local healthcare.

<https://www.ontariofamilyphysicians.ca/tools-resources/timely-trending/ontario-health-team-oht-overview/primary-care-maturity-model-and-key-enablers-july-10-2020-with-oht-priorities.pdf>

# How it Works....

South Huron Medical Centre plays an important role in sustaining SHHA. It is an important tool in physician recruitment due to the opportunity for them to:

- ▶ Hone and maintain their emergency medicine skills
- ▶ Work as the hospitalist in the in-patient ward
- ▶ Participate in the walk-in clinic coverage
- ▶ Establish a primary care practice
- ▶ Opportunities to be Chief of Emergency Department or Chief of Staff

## A Unique Model

- ▶ This model provides a stable, managed environment, with net expenses covered by South Huron Hospital Association.
- ▶ It has been an important collaboration that benefits the hospital and the Family Practice Clinic
- ▶ Unfortunately, the expenses are not funded.



# What is the cost to sustain South Huron Medical Centre?

- ▶ The Hospital receives funding from the Province to operate and maintain its services and has opportunities to apply for capital funding
- ▶ By supporting the Family Practice Clinic operating and capital needs, funds are diverted away from the core services of the Hospital
- ▶ Like all entities tied to provincial funding, we typically see annual increases in the 1% to 2% range however expenses are increasing annually at higher rates
- ▶ The Hospital has a contractual obligation to plan for and maintain a balanced operating budget, if it cannot it is forced to explore all options to return to a balanced position

			Family Practice Clinic				Walk in clinic		
			2018/19A	2019/20A	2020/21B		2018/19A	2019/20A	2020/21B
Revenues & Recoveries									
(1)	Physician Admin Fees		95,554	91,400	93,456				
	Patient Revenues/Recoveries (notes, ROI)		8,503	6,129	2,300		35,168	30,700	33,300
	Donations ( excluding Foundation)		6,109	289	432		142	143	-
			110,166	97,818	96,188		35,310	30,843	33,300
Direct Expenses									
	Compensation (Mgr/Staff)		319,015	310,181	333,534		87,258	88,421	97,089
	Supplies & Sundry		15,817	15,099	16,136		5,854	5,587	6,408
	Equipment		7,830	12,602	7,566		3,146	4,029	3,544
	Hydro, utilities, taxes, water		16,378	16,429	17,828		4,095	4,107	4,457
			359,040	354,311	375,064		100,353	102,144	111,498
Revenues short of direct expenses			248,874	256,493	278,876		65,043	71,301	78,198
Allocated Overhead	Housekeeping, Mtce, IT, purchasing		56,261	58,891	61,541		14,065	14,723	15,385
Estimated net cost to run the FPC and WIC			305,135	315,384	340,417		79,108	86,024	93,583
Notes									
(1)	fees increase 10% in 2019/20, then 2.25% in each of the remaining three years of the contract								
	fees range by doctor depending on the number of days they've committed to in the clinic (1, 2 or 3 days)								

# What is the cost of not sustaining South Huron Medical Centre?

- ▶ Possible loss of available MDs to adequately staff a 24-hour ER dept., Walk-in Clinic and 19 bed in-patient unit.
- ▶ Potential for reduced ER dept. hours as we have seen at other hospitals in our region.
- ▶ We want to maintain the ability to provide learning opportunities for Resident Doctors and Trainee Nurses in the various facets of rural healthcare.
- ▶ We want to maintain the number of high-quality jobs in our community.
- ▶ It is crucial that we continue to provide high quality medical care close to home for our communities

# South Huron Medical Centre...

Our vision of improving the overall health and well-being of our communities through being a leader is made possible through the use of South Huron Medical Centre.

Within its walls we are able to work with partners such as doctors and community agencies for a sustainable rural healthcare system.

Municipal support for South Huron Medical Centre will support the South Huron Hospital Association in continuing to provide high quality local, acute, emergency and primary care in a beneficially collaborative way.



QUESTIONS ?