



HHHS Emergency Department Consolidation Plan Details

May 16, 2023

Compassion • Accountability • Integrity • Respect

Overview

- Planning process
- Current state
 - Staffing plans
 - Space changes and workflows
 - Parking
 - Equipment and supplies
 - Transition plan for June 1st
 - Communications
- Next steps

Planning Process

- Established task force
 - Developed plan using existing ED Closure Protocol as starting point
 - Currently meeting twice weekly to track progress, revise plan as needed
- Broader planning with partners such as EMS, CritiCall, RMH



Emergency Department Closure Protocol

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Milestone	Status	5/22/23	5/29/23	6/5/23	6/12/23	6/19/23	6/26/23	7/3/23	7/10/23	7/17/23	7/24/23	7/31/23	8/7/23	8/14/23	8/21/23
Staffing															
Hiring - New Master Schedule 1-Jun to 12-Jun	Complete														
Master Summer Schedule from 13-Jun to October	On Schedule														
Master Schedule for Diagnostic Imaging	On Schedule														
Master Schedule for Laboratory	Complete														
Master Schedule for Physicians	Complete														
Master Schedule for Security	Complete														
Master Schedule for Support Services	On Schedule														
Master Schedule for Registration	On Schedule														
Communications															
Develop Public Staffing Communications Plan	Complete														
Execute Public Communications Plan	On Schedule														
Execute Staff Communication Plan	On Schedule														
Prepare and Install Signage for Haliburton Site	On Schedule														
Prepare and Install Signage for Minden Site	On Schedule														
Ministry of Transportation re-removal/covey of "H" signage to Minden ED	On Schedule														
Cover "H" sign on Minden ED	On Schedule														
Space Requirements															
Convert former Ultrasound Room to Minor Trauma Room; Ultrasound remains in current location on lower level	On Schedule														
Relocate Supply Storage Room	On Schedule														
Convert Supply Storage room to Procedure/Treatment Area	On Schedule														
Phase I - Convert Mgr Office to Physician Work space	On Schedule														
Phase II - Convert Mgr Office to Fast-Track/Rapid Assessment Zone with Physician Work space	On Schedule														
Lab Clinical Space Expansion	On Schedule														
Establish new Quiet Room space	On Schedule														
New Break space for Clinical Team (temporarily moved to Cafeteria)	On Schedule														
Parking - 6 additional spaces on HHS property; signage to designate patient parking; additional staff parking at medical centre	On Schedule														
Security Plan/Implement - Minden	On Schedule														
Security Plan/Implement - Haliburton	On Schedule														
Patient Services and Scheduling															
Determine BMD Diagnostics Service Future State - Minden Site	Complete														
Determine Xray Diagnostics Outpatient (booked appointments) Future State - Minden Site	Complete														
Epic - Reschedule all Patients scheduled in Minden ED	On Schedule														
Re-name new patient spaces and add to Epic	On Schedule														
Epic - Workflow for ED holds past Midnight May 31/June 1	On Schedule														
Inventory Reallocation															
Develop & Prioritize Master Inventory List Equipment (non IT)	Complete														
Develop & Prioritize Master Inventory List Equipment (IT)	On Schedule														
Develop Staging Plan for move of Equipment (non IT)	On Schedule														
Develop Staging Plan for move of Equipment (IT)	On Schedule														
Relocate Lab POC equipment (recalibrate)	On Schedule														
Relocate Fridge for Lab	Not Yet Started														
Reallocation of Minden Equipment (ADUs, Trauma Room, Telemetry, etc)	On Schedule														
Information Technology															
IT Walkthrough of Minden ED - Week of May 1th	Complete														
Finalize Maps for Location of IT requirements	On Schedule														
Complete Minden Equipment Inventory and Map out Required Equipment Distributions with Priorities	On Schedule														
Reconfigure Biomedical Equipment moving from Minden to Haliburton	Not Yet Started														
Develop a plan to secure IT Infrastructure remaining at Minden	On Schedule														
Decanting of Minden ED Patients - May 31, 2023															
Develop EMS Transportation Plan (See ED Closure Protocol)	On Schedule														
Decant patients from Minden to Haliburton Emergency	Not Yet Started														
Courier Schedule - To have final pass at Minden on the morning of June 1st	On Schedule														

Staffing Plans



- Physicians
 - Current: 1 physician 8:00 AM – 6:00 PM, 1 physician 6:00 PM – 8:00 AM
 - New: Same as above, plus 1 additional physician 9:00 AM – 9:00 PM
- Nursing
 - Current: 2 RNs 7:00 AM – 7:00 PM, 2 RNs 7:00 PM – 7:00 AM, 1 RPN 9:00 AM – 9:00 PM; 1 additional RN 11:00 AM – 11:00 PM during summer, starting late June
 - New: additional RN 7:00 AM – 7:00 PM, additional RN 7:00 PM – 7:00 AM, access to additional RPN 11:00 PM – 7:00 AM (shared with acute care unit), additional summer RN shift to start June 1st, 1 Charge Nurse during the day for initial transition period
- Staffing will be assessed regularly and adjusted as needed

Milestone	Status	15/5/23	22/5/23	29/5/23	5/6/23	12/6/23	19/6/23	26/6/23	3/7/23
Staffing									
Nursing - New Master Schedule 1-Jun to 12-Jun	Complete								
Master Summer Schedule from 13-Jun to October	On Schedule								
Master Schedule for Diagnostic Imaging	On Schedule								
Master Schedule for Laboratory	Complete								
Master Schedule for Physicians	Complete								
Master Schedule for Security	Complete								
Master Schedule for Support Services	On Schedule								
Master Schedule for Registration	On Schedule								

Staffing Plans (continued)



- Diagnostic Imaging
 - Coverage at the Haliburton site will remain status quo, 8:00 AM – 8:00 PM with on-call coverage after hours
 - Staffing to maintain bone densitometry and outpatient x-ray services at Minden site (by appointment)
- Increased hours at Haliburton site for Patient Registration, Lab Services, Security Services
- Staffing will be assessed regularly and adjusted as needed

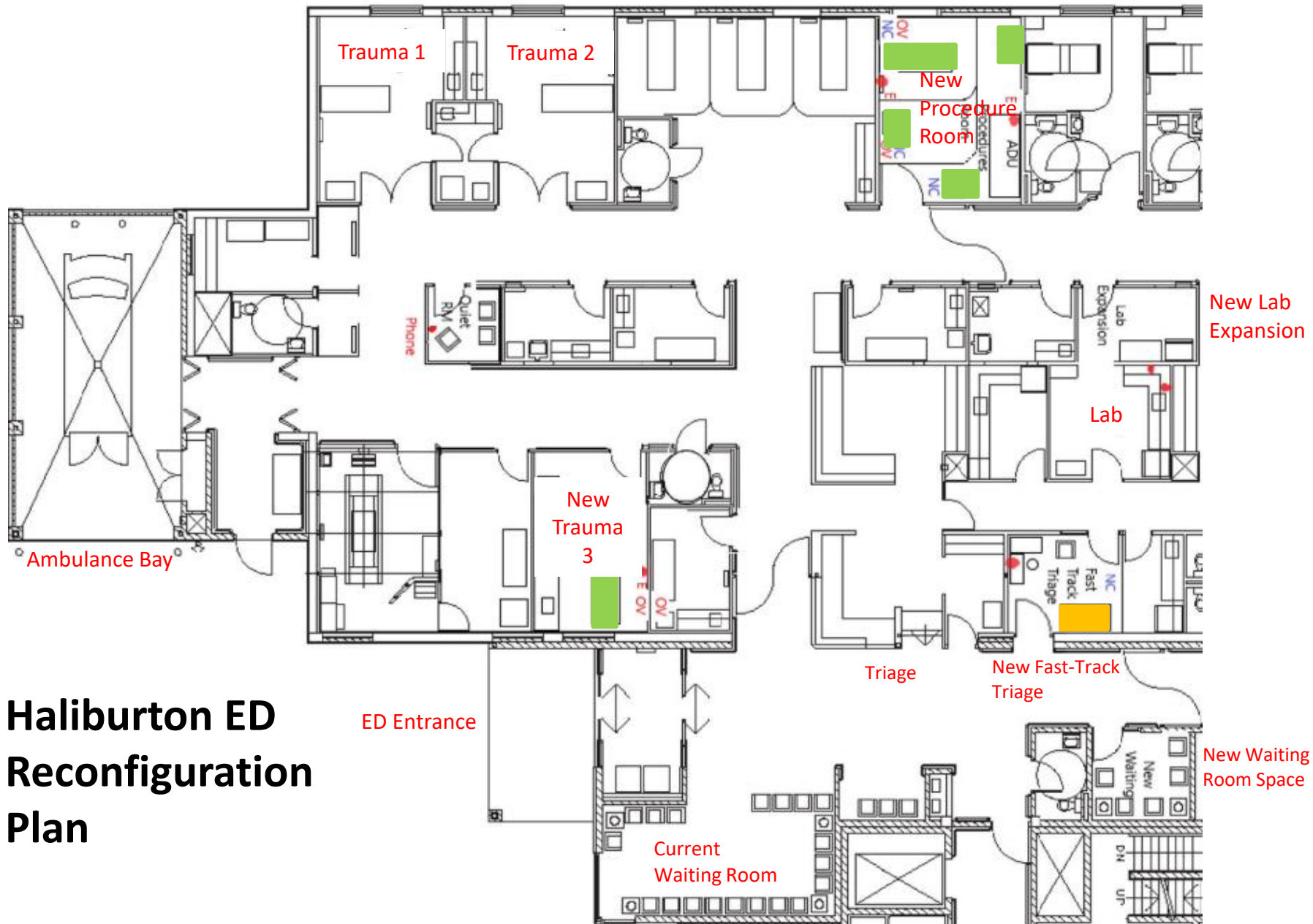
Milestone	Status	15/5/23	22/5/23	29/5/23	5/6/23	12/6/23	19/6/23	26/6/23	3/7/23
Staffing									
Nursing - New Master Schedule 1-Jun to 12-Jun	Complete								
Master Summer Schedule from 13-Jun to October	On Schedule								
Master Schedule for Diagnostic Imaging	On Schedule								
Master Schedule for Laboratory	Complete								
Master Schedule for Physicians	Complete								
Master Schedule for Security	Complete								
Master Schedule for Support Services	On Schedule								
Master Schedule for Registration	On Schedule								

Space Changes and Workflows

Milestone	Status	15/5/23	22/5/23	29/5/23	5/6/23	12/6/23	19/6/23	26/6/23	3/7/23
Space Requirements									
Convert former Ultrasound Room to Minor Trauma Room; Ultrasound remains in current location on lower level	On Schedule	█							
Relocate Supply Storage Room	On Schedule	█							
Convert Supply Storage room to Procedure/Treatment Area	On Schedule	█							
Phase I - Convert Mgr Office to Physician Workspace	On Schedule		█						
Phase II - Convert Mgr Office to Fast-Track/Rapid Assessment Zone with Physician Workspace	On Schedule					█	█	█	
Lab Clinical Space Expansion	On Schedule	█	█	█					
Establish new Quiet Room space	On Schedule	█	█						
New Break space for Clinical Team (temporarily moved to Cafeteria)	On Schedule		█						
Parking - 6 addition spaces on HHHS property; signage to designate patient parking; additional staff parking at medical centre	On Schedule	█	█	█					
Security Plan/Implement - Minden	On Schedule	█	█	█					
Security Plan/Implement - Haliburton	On Schedule	█	█	█					
Patient Services and Scheduling									
Determine BMD Diagnostics Service Future State - Minden Site	Complete								
Determine Xray Diagnostics Outpatient (booked appointments) Future State - Minden Site	Complete								
Epic - Reschedule all Patients scheduled in Minden ED	On Schedule	█	█						
Re-name new patient spaces and add to Epic	On Schedule	█	█						
Epic - Workflow for ED Holds past Midnight May 31/June1 - Discharge/Rearrive	On Schedule	█	█						

Patient Care and Related Spaces

- ED spaces are increasing from 9 to 14/15:
 - Trauma – current 2; New: 1 to be added
 - New: 1 procedure/treatment room
 - 1 stretcher
 - 2-3 chairs
 - Ability to interchange 1-2 chairs with a stretcher if needed
 - New: 1 fast-track/rapid assessment room with exam table and physician work space
 - Isolation – current 1
 - Stretchers – current 3
 - Exam rooms – current 3
- Waiting room spaces increasing from 14 to 27
- Laboratory space is being expanded
- Bone densitometry service to remain in Minden, along with outpatient (appointment only) x-ray services



Haliburton ED Reconfiguration Plan

Parking

- Current ED patient parking spaces: 11
- Approximately 15 additional patient parking spaces will be available by:
 - Adding six new spaces on HHHS grounds for staff parking
 - Dysart et al has approved us to use a portion of the far side of the medical centre parking lot for staff parking
- Signage will be installed to designate patient parking

Equipment and Supplies

- Medical supplies from Minden site will be transported to and installed at Haliburton site, beginning June 1st (earlier where able)
- Medication inventory is being adjusted at Haliburton site to address increased volume

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Develop & Prioritize Master Inventory List Equipment (non IT)	Complete								
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Information Technology									
IT Walkthrough of Minden ED - Week of May 11th	Complete								
Finalize Maps for Location of IT requirements	On Schedule								
Complete Minden Equipment Inventory and Map out Required Equipment Distributions with Priorities	On Schedule								
Reconfigure Biomedical Equipment moving from Minden to Haliburton	Not Yet Started								
Develop a plan to secure IT Infrastructure remaining at Minden	On Schedule								

May 31st to June 1st Transition Plan



- June 1st at 0001h – no further patients will be registered at the Minden ED
- Any remaining patients in the Minden ED will be seen by physician and treatment plan determined
- Any remaining patients requiring care beyond 0400h will be transported to Haliburton ED via EMS
 - Planning has included EMS; crew will be on site from the evening of May 31st to the following evening
- Morning of June 1st:
 - Medications to be removed and transported
 - Transportation of remaining equipment will commence; reconfiguration of some equipment will be needed prior to operating

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Develop EMS Transportation Plan (See ED Closure Protocol)	On Schedule								
Decant patients from Minden to Haliburton Emergency	Not Yet Started								
Courier Schedule - To have final pass at Minden on the morning of June 1st	On Schedule								

Communications and Minden Site



- Signage to be placed at street entrance and at ED entrance
 - Location of Haliburton ED will be posted at Minden site
- Phone to be installed outside entrance to reach 911
- Staff present on site initially to help redirect; will reassess regularly
- Blue hospital signs on site and on roads to be removed or covered

Milestone	Status	15/5/23	22/5/23	29/5/23	5/6/23	12/6/23	19/6/23	26/6/23	3/7/23
Communications									
Develop Public/Staffing Communications Plan	Complete								
Execute Public Communications Plan	On Schedule							→	
Execute Staff Communication Plan	On Schedule								
Prepare and Install Signage for Haliburton Site	On Schedule								
Prepare and Install Signage for Minden Site	On Schedule								
Ministry of Transportation re: removal/cover of "H" signage to Minden ED	On Schedule								
Cover "H" sign on Minden ED	On Schedule								

Ongoing Communications

- Extensive communications prior to and following June 1st to inform community and raise awareness
- Radio & newspaper ads, social media ads, community letters, posters in various locations including libraries, laundromats, foodbanks, etc.
- Ads to be circulated locally and also surrounding areas, particularly City of Kawartha Lakes



HHHS Brings Together Emergency Services at Haliburton Site

As of June 1, 2023, emergency services will no longer be available at the HHHS Minden site.

This change is a result of severe and on-going staffing shortages.

If you are in need of serious medical attention, always CALL 911.

Anyone needing emergency care can access services at the Haliburton site (7199 Gelert Road, Haliburton).

Visit www.hhhs.ca or call 705-457-1392 for more information.

Next Steps

- Task Force to continue meeting and executing plan, revising as needed
- Continue ongoing communications, including circulating community messaging (underway)
- Continue to explore potential options for use of the Minden ED space beyond June 1st – both in the short term and the longer term; initiate community conversation once ED transition is complete