I think it is fair to say that we live in this province for very good reasons and have chosen this as our home because it is the Land of the Living Skies! Given the winter we experienced, let us not lose sight of what a great province we live in – the best place to live, to work and to play!

The first few months of 2014 continue to be extremely busy with many great improvement opportunities being identified and worked on across all services in our Region. Some of the improvement opportunities have arisen through conversations at our visibility walls when staff, physicians, managers and senior leaders meet to review metrics and data. Some of the improvement opportunities are being identified through our Rapid Process Improvement Workshops (RPIW) where teams focus on a specific value stream or a patient journey. Through our lean methodology and tools, the team works in a very focused manner to implement new processes that will continue to be improved once the RPIW week is concluded.

Through our work, some of which is described above, we are seeing far greater collaboration with staff and a culture of continuous learning and improvement that has shown significant growth. We embrace a decentralized focus on problem solving. We want to strengthen our collaborative conversations between managers, staff and physicians. We commit to senior leaders being present in the workplace and working alongside our valued staff. By doing so, they see and hear about challenges being faced and are able to assist in removing barriers or impediments all in the spirit of continuous improvements.

With our Saskatchewan Health Care Management System we are beginning to foster a culture of continuous improvement informed by metrics and data, problem solving, conflict resolution and a renewed focus on the patient/client/resident. This will become a natural way of work rather than an assignment or event.

As has been stated many times, “This is a journey, not a sprint”. I want to extend my sincere appreciation and gratitude to our staff, patient/family representatives and physicians as we experience this journey together. We cannot achieve our vision without the concerted effort, commitment and endurance of everyone. Thank you!

Simple principles have guided all of us since our earliest years, concepts like ‘don’t touch, the stove is hot’ or ‘if you don’t have anything nice to say, don’t say anything’ and of course, the world renowned golden rule ‘treat others the way you would like to be treated.’ Golden Rules apply to our work environment as well. Throughout the newsletter, you will find the region’s 10 Safety Rules, established for everyone. Everyone should know, follow and enforce these rules. Weekly Staff Safety Talks are coming soon to department vis wall huddles.

Spring is nature’s way of saying “Let’s Party!”

~Robin Williams
New Regional Hospital Update

Construction at the new hospital site is progressing well. While work continues on the exterior, the majority of the work has now shifted to the indoors. Not surprisingly, the combination of weather and a manpower shortage has played a significant role in the recently announced delay in our completion schedule. Our schedule has been adjusted to the following:

Construction Substantial Complete - March 2015
Commissioning – April and May, 2015
Transition and move coordination between May to July, 2015

The building has been divided into 20 distinct takt time areas. John Liguori, the Executive Director with oversight of the project, said the takt time schedule is different than just a task list. “Takt time allows us to understand the pace at which the work needs to occur to ensure efficient coordination and execution of the work. It’s what helps us understand when areas need to be complete so that subsequent areas can begin. And of course all of this is based on commitments that our construction partners make about when they can complete work.”

Currently, the majority of the work is taking place on the south portion of the hospital affecting areas like dialysis, administration, food production, and mental health outpatients. While some work has begun on the inpatient side of the building, more of that work will begin in early summer 2014.

Many people in our community are wondering what the actual move will look like. While detailed move planning has yet to begin, we have hired a moving consulting group who has successfully overseen many large-scale hospital moves similar to ours. Their expertise will help us develop a plan that will help us transition our services into the new hospital in the most seamless way. More information related to this will be communicated as the move approaches.

Crescent View Clinic

Crescent View Clinic is now open and provides a location to be seen for those unexpected health care needs of you and your family that happen when most other service locations may not be available. This clinic is staffed by a Nurse Practitioner who can diagnose and treat minor health issues. The team can help you with those unexpected health needs that are not an emergency but need to be attended to.

Anyone can visit Crescent View Clinic although it should not be a replacement for visits with your regular physician. If your physician’s office is open, always call there first to get an appointment. The team is designed to help you access services for an unexpected care need, when your regular doctor may be unavailable. If you don’t have a regular physician when you visit, Crescent View Clinic staff will provide a list of the family physicians that are taking new patients.

As staffing continues to grow so too will the hours of availability. Check the website for the most up to date schedule of hours.
Improvements Underway

While construction progresses on our new hospital, so too does the work we’re doing to ready ourselves to work in new ways in our new environment. RPIWs (Rapid Process Improvement Workshops) are one of the ways we are working with front-line staff and patients to improve our services. These week-long events focus on specific problem areas and are mainly chosen for the impact they are having on patient safety and flow through our services. The following are highlights from 2 of our most recent RPIWs.

RPIW #24 – “Reduce transfers from Medicine to ICU by 50%”

Area of focus:
- Improving the response time to patients who have deteriorating conditions on the medicine unit, thereby reducing avoidable transfers to the ICU.
- Chart audits showed that of the 33 patients transferred to the ICU from Feb to Aug 2013, 100% showed signs of deterioration prior to being transferred to ICU. Also, the chart review showed that it was 17.56 hours from the time the patient would have scored the highest on the assessment tool implemented during this RPIW until being transferred to ICU.

Key Accomplishments:
- The team developed and trialed a scoring tool (called “MEWS” – Modified Early Warning Score) to help identify when a patient’s condition is deteriorating as well as developed a response protocol to guide decision making.
- This resulted in an overall reduction in response time from ICU nurse to deteriorating patient from just under 18 hours pre-RPIW to just under 12 minutes post-RPIW. Undoubtedly, this type of tool will allow us to provide safer care to our patients.

RPIW #23 – Reduce the number of ALC Days at GARU by 30%

GARU – Geriatric Assessment and Rehabilitation Unit
ALC Days – “Alternate Level of Care Days” - Days when a patient is not receiving or in need of the services provided by the area they are in.

Area of focus:
- The focus of this RPIW was to reduce the number of days where patients were not receiving therapy on the GARU. On admission patients were receiving their therapy assessment on the 2nd day (beginning therapy on 3rd) and it was discovered that an average of 25% of the patient’s length of stay was time when they could have been at home but were in the GARU because of an inappropriate referral or because of system barriers preventing their discharge.

Key Accomplishments:
- The team was able to reduce the length of time to begin therapy by 50%. Further, they were able to reduce the ALC days by 60% on discharge, meaning barriers that were complicating discharge were eliminated so that patients could be discharged on time.
- Ultimately, the improvements from this team will allow 36 new admissions to the GARU each year. This increases the amount of transitional care in our region for patients who require rehabilitation services but do not need the full services of an acute care setting.
Dr. Wigmore is the interim SMO for FHHR, leading our physician engagement programs/services as well as contributing medical perspective and advice to Senior Leaders and quality control items as it pertains to physicians. He maintains his clinical perspective being involved at GARU. Dr. Wigmore has had a 32 year career in healthcare with Five Hills. He has held various positions on the medical staff including president of regional medical association, member of Quality Assurance committee, director of ER, CME and Social committee!! He has been a regional representative for the representative assembly and served on SMA economics committee for a number of years. He has been an examiner for Family Practice residents, an interviewer for entrance to medical school and affiliated as preceptor for undergraduates and residents with the college of Medicine at U of S. He was chairman in the last major fundraiser done by our hospital called the Campaign of Excellence which successfully raised over 2 million dollars for hospital equipment. Dr. Wigmore has been a member of the current FHHR Senior Leadership Team since November 2013.

What brought you to Five Hills Health Region?
I was born here! That leaves little choice!! I stayed because I love the prairies. Here people can have infinite vision.

What do you think are the most important personal skills someone must have to be a successful leader?
Be a good listener, understand body language and distribute responsibility. It is important not to set others up for failure by giving them too big a task.

What excites you most about the change that is underway in Five Hills Health Region?
This is the first management technique that appeals to me. Lean is for the long haul, empowers front line workers and with RPIWs can move bureaucracies very rapidly, albeit piece by piece.

What part of this change keeps you awake at night?
I learned a long time ago that sleep helps decisions more than rumination.

What are three words that describe YOU?
Straightforward verging on blunt, analytical maybe to a fault and traditional with a hint of rebelliousness.

What is the BIGGEST risk you have taken?
Probably getting married! High risk but high reward for me!

iPhone or Blackberry?
iPhone

Dr. Fred Wigmore  
Interim Senior Medical Officer

Welcome to Our Newest Physicians
Five Hills welcomes you and your families to the region!

Know your work and how to do it safely; do not take shortcuts.  
FHHR Safety Rule

Are you looking for a family physician? A current listing of all the region’s family physicians who are accepting new patients is available at www.fhhr.ca, click on “Our Physicians.”
Getting To Know Terry Hutchinson
Executive Director Mental Health & Addictions Services

Terry is the ED of MHAS for FHHR, leading the Mental Health and Addictions Services programs/services as well as KidsFirst and the ABI program. Terry has had a 37 year career in healthcare, of which 13 years have been with Five Hills. His educational background includes Psychiatric Nursing, an undergraduate degree in Adult Education and a Masters of Education, majoring in psychology. Prior to FHHR, he worked for RQHR Managing the Inpatient Mental Health Unit and prior to that he worked for SIAST in the nursing programs along with a position as Acting Registrar for SIAST Wascana Institute. Terry has been a member of the current FHHR Senior Leadership Team since 2000.

What brought you to Five Hills Health Region?
I have worked in the field of mental health/addictions services for a number of years. I have always lived just south of Moose Jaw on a small family farm and for many years commuted to Regina. The position of Director, Mental Health & Addictions was posted in the region and it was a very easy decision to apply for the job; good region to work for and close to home...and the rest is history.

What do you think are the most important personal skills someone must have to be a successful leader?
I believe that leadership is about relationships, engaging the people around you, being respectful of others, being a good listener, having a vision and being open to change.

What excites you most about the change that is underway in Five Hills Health Region?
I think the main thing is making a difference. We know that our system needs a lot of repair and it is exciting to be a part of that system change.

What part of this change keeps you awake at night?
All of the change that needs to take place prior to moving into the new hospital.

What are three words that describe YOU?
Honesty, Integrity and Loyalty

What is the BIGGEST risk you have taken?
The biggest risk was probably leaving the security of a full time permanent position for a temporary position in an area that I was passionate about and wanted to pursue.

iPhone or Blackberry? Neither....Samsung Note 3!

From the results of the TalentMap survey many employees indicated they didn’t know who the Senior Leaders were or the scope of their roles. Over the next several editions of the newsletter, we will be introducing each of them to you!

Use tools and equipment as intended. Report defective equipment immediately and do not use until deemed safe by authorized personnel.

Central Butte's Chapter of LPNs host

Ladies Night Out

Friday April 25, 2014
Central Butte School Auditorium
6:00pm Cocktails
7:00pm Supper

Guest Speakers:
Dr. Marx &
Dr. Hetherington

Topic:
Women’s Health

Tickets $20. Contact Pat White at 306-796-2005, 306-796-7099 or w_pat7@hotmail.com
In an organization like ours, it’s easy to be very familiar with our co-workers but to have little awareness of individuals outside our immediate circle. We often hear from people who have been involved in improvement events that one of the things they enjoyed most was “getting to know people that they had seen at work for years but hadn’t ever had a reason to know”. When this is the case it’s easy to feel disconnected from the rest of the organization and to miss the opportunity to see how you’re a part of something that’s much bigger than yourself or even your work area.

This idea of helping people understand the things going on around them is one of the main motivations behind our newsletter in general and we want to take it to another level. So, we’re going to use this space in upcoming editions to help bridge these gaps and to gain appreciation for the great people around us. Most of us will look at these pages and our first response will be to scan for faces we recognize, and of course that’s great. But push past that too and read about people you’re not familiar with. We’re confident that you’ll reach the same conclusion we have – we’re surrounded by a lot of really talented individuals who are exceptionally committed to the people they serve, regardless of vocation.

Blaine Bender
Carpenter, MJUH Maintenance Department
When do you feel like the work you do matters?
The variety of projects I get to work on is pretty gratifying to me. Lots of times in industry you end up specializing in one component but in my work here I get to do a lot of different things. Seeing something in disrepair and making it new and more accessible to people is something I really enjoy and after 30 years as a journeyman the teaching part of it is something that brings me a lot of gratification too.

Rynae Fjeldberg
Registered Nurse, Assiniboia Union Hospital
What keeps you doing the work you do?
I love my job as an RN at AUH. I enjoy the excitement of working in the ER as well as on the General Ward. The departments work well together as a team so we can provide the best possible care for our patients. I get a lot of satisfaction when I am able to provide top notch care. I have really focused on “Voice of the Customer”. I think about that term and treat my patients with the respect they deserve.

Nicole Rusnak-Weekes RTR
RIS/PACS Administrator, Diagnostic Imaging, MJUH
What keeps you doing the work you do?
Working with the Radiology Information System and Picture Archival system is a fast paced, constantly changing career. Not a day goes by when I don’t learn something new or help someone discover new and better ways of doing their job, and improving patient care. I also love the troubleshooting aspect of the job. All of this keeps me going!
Jason Walz
IT Team Lead, Information Technology Department

What gives you a sense of satisfaction in your work? *Job satisfaction for me comes when I can provide a solution that helps increase a user’s productivity which enables them to complete their work faster, better and with fewer inconsistencies, which in the end may result in better healthcare for our patients. This could be a result from an RPIW or technology improvement of how we access, store and share electronic data between departments and staff.*

Yingbo Hogeweide
Occupational Therapist, MJUH Therapies

What is one of the most gratifying parts of your work? *I love it when after I work with someone they can suddenly do things that they want to again. For example with lymphedema (especially lower extremity lymphedema) once we have done treatments for their limb they are able to go out grocery shopping. I love meeting new people, I get to meet the most interesting people in my work.*

Janice Michaud
Senior Executive Assistant, St. Joseph’s Hospital/Foyer d’Youville

What gives you a sense of satisfaction in your work? *Knowing that my job is meaningful and that my efforts produce useful results. I am empowered to work independently on projects from conception to implementation which provides great job satisfaction.*

Cheryl Alderton
Recruitment Assistant, FHHR Human Resources

When do you feel like the work you do matters?
*When you see a smile, hear a “thank you” or a sigh of relief from someone you have helped. *When you can see a project you have played a part in be implemented. *When a “client” relays a positive experience when dealing with the health region, as we all play a part in the experience in some way or another.

Janine Maydanich
Administrative Assistant, Public Health

When do you feel like the work you do matters? *Every single day! Whether it’s booking an immunization appointment, setting up meetings or helping co-workers, it gives me a sense of accomplishment. I feel that we are a part of, or the heart of, a team. It matters, definitely.*
Healthier Options at FHHR? Survey Results & Winner

The employee survey on Improving Access to Healthier Food & Beverage Options in FHHR Facilities wrapped up on January 31, 2014. Over 300 employees responded which provides a representative sample size for the region. Thank you to those who participated!

Congratulations to the winner of the $100 gift card, Cindy Knelson! Cindy is a Recreation Worker at Pioneers Lodge in Moose Jaw.

Survey results confirmed employees want healthier food and beverage options available in FHHR facilities. Some common employee suggestions included:

- Including a variety of healthy food options.
- Improving employee access to healthy food at all times of the day.
- Serving less processed and unhealthy food.
- Providing more microwaves and refrigerators.
- Providing healthy food at an affordable price.
- Providing nutritional information and promoting healthy eating.
- Including more options for those with special nutritional needs and preferences.

The FHHR Nutrition Policy Committee will now be visiting various facilities in the region to further collect data on the availability and access of food and beverage options in FHHR facilities. The committee will revise the current policy and build a new work plan based on the survey analysis and data collection.

The FHHR Nutrition Policy Committee

Never remove or by-pass safety devices.  
FHHR Safety Rule

Employee Lifestyles Committee

The ELC hosted a night of glow bowling with over 60 people coming out to enjoy the evening of March 14. Staff and their guests played a couple of ‘fun bowl’ games which included a different activity for each end.

Employee Fitness Membership Reimbursements & New Registrations

Proof of attendance, for the October 1, 2013 to March 31, 2014 time period, are to be submitted to Bernie Doepker by April 11th. Remember: to be eligible you must work out an average of two times per week.

NEW registrations, for April 1 to September 30, 2014, will be accepted until April 15th. (If you registered in the Fall 2013, you do not have to register again.) Questions can be directed to Bernie at 306-691-6508 or bdoe@fhhr.ca. Brochure and posters are available on the FHHR Intranet.

Thank you to everyone throughout the regions who donated to the Trees of Warmth around the region. Donations of mitts, scarves, toques, baby clothes & food, personal hygiene products were distributed throughout our region to organizations with persons in need! Thank you for making the holiday season special for others.

Mark Your Calendars!
FHHR Annual Family BBQ
June 10 Assiniboia & Area
June 11 Moose Jaw & Area

Protect yourself at all times - use appropriate personal protective equipment. FHHR Safety Rule
Appreciation Events for FHHR Volunteers

FHHR celebrated National Volunteer Week by hosting appreciation events throughout the region for its 1800 volunteers. Our committed volunteers enhance our services and brighten the days of patients in our facilities.

Thank you!

When lifting, use equipment as required to prevent injuries. 

FHHR Hosts Semi Annual Review

Over 160 leaders from across the province met together in Moose Jaw on March 17 for a day of presentations on progress being made across our Region in the areas of patient and employee safety, the quality and efficiency of our services, and the way we are managing costs. This was followed by a day of touring through our Moose Jaw-based service areas. Overwhelmingly the feedback from participants affirmed the great work being done in our region by people in all areas of our service.

The two days concluded with a panel of patient/family representatives and this was a key highlight for everyone in attendance. The four representatives have been involved in various activities in the region including the hospital design events and RPIW work. After describing their experiences being a part of this work, participants were asked what advice they had for this group of decision makers across the province. All of them urged the good work to continue and one summarized it this way. “Because of my medical conditions I’m going to be a patient for the rest of my life. So I need you. Don’t stop doing what you’re doing... I can’t do it without you. Don’t lose your passion.”

So, to all of you that have been a part of the improvement work - either directly on the teams themselves or being a part of the units absorbing the resulting changes, thank you for your contribution! Your ongoing participation is key to making improvements that will stick. As our patient said, let’s not lose our passion to continue improving services for our patients and making this a better place to work.
**FHHR Employee Receives Scholarship**

Marlys Gibson recently was awarded a scholarship from SEIU-WEST. She is currently working on the first year of her Canadian Healthcare Nutrition & Food service Management Course.

Marlys works as a cook at Pioneer Lodge & Providence Place while pursuing placement hours at MJUH.

Congratulations!

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**‘TAKE FIVE’ Winner!**

Deign Salido, Respiratory Therapist at MJUH, was the winner of the Name Our Newsletter Contest.

Deign was extremely excited to receive his prize, a $50 gift card to the restaurant of his choice, Browns Socialhouse!

Congrats!

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**Cardiaction Exercise Program Nominated for Group of the Year**

On January 15th, the Cardiaction Exercise Program, Patient Education Centre received a nomination for Group of the Year from the Moose Jaw Chamber of Commerce!

Cardiaction provides a medically supervised exercise program for individuals recovering from a heart attack, heart surgery, diagnosis of angina, arrhythmias, heart failure, or peripheral vascular disease. It is part of the Cardiac Rehab Program that also provides individual counseling appointments and a 6 week Heart to Heart education class series at Moose Jaw Union Hospital and rural sites via Telehealth.

*Congratulations and gratitude* go to the wonderful and dedicated Cardiaction volunteers, Dot Hicks—Cardiac Rehab Exercise Therapist, Dawn Bohlken—Cardiac Rehab Nurse Educator and MJ & District EMS staff.

Also of breaking news is that Cardiaction has moved to YaraCentre! YaraCentre was of generous assistance to Cardiaction following an unexpected flood at Timothy Eatons in November. Heartfelt thanks go to Moose Jaw & District Seniors Association and staff at Timothy Eatons for the many years they provided a home for Cardiaction.

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**Certificate of Appreciation for FHHR Employee**

Jared Dormer is an Exercise Therapist in the Therapies Department at Moose Jaw Union Hospital. One of his roles is to manage and lead our group programming. He has done exceptional work with the Pulmonary Rehab Group and is the recipient of the Certificate of Appreciation from the Lung Association for his work towards lung health in the province of Saskatchewan.

Pulmonary Rehab is a 12 week program offered through the Therapies Department to any adult diagnosed with a breathing condition such as COPD, Cystic Fibrosis, idiopathic pulmonary fibrosis, etc. Individuals can enter the program at any time with a referral from their physician. The program consists of supervised group exercise sessions and education on a variety of topics related to lung health. The goal of the class is to help patients maintain their lung health and level of fitness both during and after the class.
5S (Sort, Simplify, Sweep, Standardize, Self Discipline)

Have you ever had to search for an item? Have you ever discovered an expired product? Have you ever been frustrated with disorganization?

5S is a Kaizen tool used to promote a clean and organized work environment. The goal is to have everything you need, where you need it, when you need it, clean and ready to use.

5S is a system of organizing in such a way that you should not need to organize it again. It should be so easy to use that it is easier to put things back in the right place than the wrong place.

What are the 5S’?

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<th>SORT</th>
<th>SWEEP</th>
<th>STANDARDIZE</th>
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<td>Separate the necessary from the unnecessary.</td>
<td>Physically clean and visually sweep the area to see if anything is out of place.</td>
<td>Documented agreements by everyone using the area to maintain the area to a set standard.</td>
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<th>SIMPLIFY</th>
<th>SELF DISCIPLINE</th>
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<td>create a place for everything: Bins, outlines, labels, shadow boards, etc.)</td>
<td>Follow through of all agreements: Audits</td>
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In July 2012 the Kaizen Promotion Office helped facilitate the first of many 5S Train the Trainer events. Since that time there have been 4 large week long events that have gone into 12 different locations throughout the Moose Jaw Union Hospital. The purpose of a 5S Train the Trainer event is to train staff in the concept of 5S and enable them to become a 5S champion in their area. Those who have gone through a 5S training event should be familiar with the tools and concepts of 5S and should be able to train those in their area about how to do 5S and spread to other areas.

Most recently in December 2013 4 teams tackled the following areas: a Home Care and Therapies shared storage room, 2 storage areas in Medicine, 1 storage room in ICU, a treatment room in Pediatrics, and a shared office space in Therapies.

There are 6 training events planned for 2014. If you are interested in becoming a 5S champion in your department please speak to your manager about including your department in one of the upcoming events.

Document and report all injuries, incidents, hazards and near misses within two hours to your immediate supervisor.

FHHR Safety Rule

We would like to send a special Thank You to all of the staff for the comfort and support shown to us during our loss. It was greatly appreciated. Also thank you for the kindness and concern when we returned to work.

~Anita & Stephanie Smith

Submit your newsletter article and picture by emailing engagement@fhhr.ca please cc: your director/manager and Senior Leader
We promise you - we will listen to what you have to say!

Thank You!

Overall Response Rate!
FHHR Response Rate = 50%
Provincial Response Rate = 22%

What does this mean?
Senior Leadership believes that this response rate means that our front line staff care enough about working for Five Hills to tell leadership what is being done well and just as importantly, where improvements must be made in order to sustain the great work being done at the front line every day. We commit to making positive changes to your work experience as a result of the messages we will receive through the survey.

Thank you for continuing to be leaders in the province!

What to expect over the coming 12 months:

March - June 2014
AonHewitt will tabulate & compile a report for each region.

August - October 2014
EESC will explore the results and themes further through a focus group type process.

January - March 2015
Final employee engagement plan will be approved & work begins.

June - July 2014
Five Hills SLT will review & share the results including the main themes of feedback.

October onwards
EESC will submit initiatives & priorities to SLT for approval. These initiatives will be aimed at addressing the barriers to engagement identified in the survey and through focus groups.

Sincere THANK YOU to all who completed the survey!