

## Summary of actions taken to date and next steps in response to the workplace review of the Emergency Department at Southlake

Recommendation	Actions to date (and accountability)	Next steps (and accountability)
<p><b>Equal access to opportunities within the department</b></p>	<ul style="list-style-type: none"> <li>- Increased opportunities for staff to attend conferences and participate in special initiatives, such as Southlake’s participation in the Kids Health Alliance (ED operational leadership)</li> <li>- Additional nursing educator hired with a focus on retention and educational needs beyond orientation (ED operational leadership)</li> <li>- Physician candidate CV review committee established and does not include the Chief or Deputy Chief (Acting ED Chief)</li> </ul>	<ul style="list-style-type: none"> <li>- Applicants to the locum pool will be considered and reviewed by all active and associate ED medical staff (Acting ED Chief)</li> <li>- Screening of student observers with physicians is identical to processes through Professional Practice (Chief of Staff)</li> <li>- An open search and selection process for the ED Department Chief will commence (Chief of Staff)</li> </ul>
<p><b>Respectful workplace</b></p>	<ul style="list-style-type: none"> <li>- Enhanced leadership presence and staff engagement regarding issues raised by staff, for example written patient transfer protocols (ED operational leadership)</li> <li>- Minor equipment requested to support care purchased (ED operational leadership)</li> <li>- Daily verbal updates and huddles, weekly email updates to all staff and physicians (ED operational leadership)</li> <li>- Reinforce Southlake’s rules and regulations for both existing and newly appointed physicians in the ED (Acting ED Chief)</li> </ul>	<ul style="list-style-type: none"> <li>- Increased awareness and training around Southlake whistle blower policy (ED operational leadership)</li> <li>- “Respect at work” diversity training sessions for all ED staff and physicians, delivered by Rubin Thomlinson LLP (ED operational leadership and Acting ED Chief with support from HR)</li> </ul>
<p><b>Enhance transparency</b></p>	<ul style="list-style-type: none"> <li>- Re-engaged Patient and Family Advisory Committee and goals determined (ED operational leadership)</li> <li>- Quality of care case reviews will be selected through the HQO definition (sentinel diagnoses) and anyone can flag a chart for review. The review team will be interprofessional in nature. (ED operational team and ED Quality Committee Physician Lead)</li> </ul>	<ul style="list-style-type: none"> <li>- Acting ED Chief currently schedules physician shifts and this function will be transitioned to a ED Physician Schedule Lead (Acting ED Chief)</li> <li>- Medication dispensing area and ECG triage area requested by staff to be completed (ED operational leadership)</li> </ul>



	<ul style="list-style-type: none"> <li>- York Regional Police and ED have developed a transfer of care protocol (ED operational team)</li> </ul>	
<b>Equality among physicians in departmental decision-making</b>	<ul style="list-style-type: none"> <li>- Only Active and Associate staff will be eligible to vote on departmental issues (Acting ED Chief)</li> </ul>	
<b>Physician navigators</b>	<ul style="list-style-type: none"> <li>- Review of the fundamental concept that a physician navigator does not provide direct patient care (ED operational team and Acting ED Chief)</li> <li>- Review of the physician navigator role with regards to communication and reinforcement amongst all team members that nursing staff can request to speak directly with the physician (ED operational team and Acting ED Chief)</li> </ul>	<ul style="list-style-type: none"> <li>- A formal interprofessional team has been established to resolve outstanding or ongoing concerns with physician navigator role (ED operational team, Acting ED Chief and Chief of Staff)</li> </ul>
<b>Improve communication</b>	<ul style="list-style-type: none"> <li>- Extensive weekly email newsletter for all staff (ED operational leadership)</li> <li>- Multiple scheduling/staffing changes to better meet unit needs based on ideas from staff (ED operational leadership)</li> <li>- Enhanced partnership with York Regional Police and transfer of care protocol development (ED operational leadership)</li> </ul>	<ul style="list-style-type: none"> <li>- Comprehensive master schedule inclusive of all nursing staff to be posted (ED operational leadership)</li> <li>- "Open door" policy for the Acting ED Chief for physician departmental concerns (Acting ED Chief)</li> </ul>
<b>Follow-up</b>	<ul style="list-style-type: none"> <li>- Quarterly physician and employee engagement 'pulse checks' have been planned for the entire organization, including the ED department (VP Employee Experience and CHRO)</li> </ul>	