

CHIEF OF STAFF REPORT and MEDICAL ADVISORY COMMITTEE

REPORT TO ANNUAL MEETING SOUTHLAKE REGIONAL HEALTH CENTRE BOARD OF DIRECTORS June 19th, 2019

Chairman of the Board, Directors, Ladies and Gentlemen, I am pleased to present my annual report as Chief of Staff at Southlake Regional Health Centre to update you on the developments and changes that we have seen through the Medical Advisory Committee over the past year.

I extend my thanks to the all of the physicians and staff of this organization for their extraordinary contributions to patient care over the past year. To the Board and the Senior Leadership Team, I also wish to express my sincere appreciation for their support.

Thank you to the following leaders for your years of dedication and service to Southlake. Terms are ending for:

Dr. Kristina Dervaitis from the Chief of OBGYN and Division Head, Gynecology as of Sep. 30th, 2018 (1.5yrs)

Dr. Marko Duic from the Chief of Emergency Medicine effective January 31st, 2019 (8 years)

Dr. Shahzad Qureshi from Division Head, Hospital Medicine effective February 28th, 2019 (6 years)

Dr. Charmaine van Schaik from the Chief of Pediatrics effective June 30th, 2019 (8 years)

Dr. Peter Watt as the Physician Leader of the Maternal Child Program effective June 30th, 2019 (9 years)

Dr. Charles Ye from Laboratory Medical Director and Chief of Pathology as of Dec. 31st, 2018 (6 years)

CRITICAL CARE OUTREACH TEAM (CCOT)

Commencing October 9, 2018, Southlake transitioned from a Nurse-led Critical Care Outreach Team (CCOT) to an Intensivist-led CCOT. The vision and aim of this transformative initiative is to bring Critical Care expertise directly to the bedside in support of our patients and our staff 24 hours per day, 7 days per week. This has been developed to align with Ontario's Critical Care Strategy, and has been designed with the support of the Central LHIN, the Southlake Medical /Surgical Intensivist ICU group, Critical Care nursing and other key stakeholder groups. The new CCOT will work in collaboration with hospital personnel to identify, assess, and respond to the needs of at-risk and deteriorating patients so as to mitigate clinical worsening and, where possible, to safely avoid ICU admissions. The targeted deliverables of the Intensivist-led CCOT are intended to improve both patient safety and the quality of care being provided to our most at-risk patients. Staff are encouraged to call the CCOT whenever they notice changes in their patient's vital physiological indicators or when they develop any serious concern about a patient's condition. There will be no requirement to wait for confirmation or for direction from a more senior health care provider. It is intended that this will facilitate improvements in patient care as well as in staff knowledge, confidence, skill and morale. It is anticipated that there will be changes to the inaugural CCOT model as experience is gathered and lessons are learned.

CRITICAL INCIDENTS

In December, a patient came from a peer hospital with another patient's medication record. Risk Management and the MAC were notified of the event and a safety alert sent to all medical staff reminding them to verify documents using two client identifiers prior to labeling. In the interim, physicians are reminded to use the chart for two source patient identifiers. Pharmacists have also been asked to document the two sources used to confirm medications when completing BPMH. Also, a new

event with similar causes occurred in May and is currently being investigated. The significant learning from these events is the importance of obtaining the two sources of patient identification.

DIVISIONS IN MEDICINE

The Department of Medicine has requested that the Medical Intensivists become a Division of Critical Care Medicine. Physicians within this Division must be critical care certified. Creation of this Division will also benefit the newly formed physician-led Critical Care Outreach Team (CCOT). Also, there currently are two groups of physicians under the Division of Oncology; they are the Medical Oncologists and Radiation Oncologists. The Department of Medicine is requesting to form a Division of Radiation Oncology. These new divisions have been approved by the Medical Advisory Committee and Board of Directors.

DIVISION HEAD, DENTISTRY

Dr. Ford Moore has completed two 5-year terms as the Division Head of Dentistry and is requesting one additional year. The succession plan is to have Dr. Brian Wong take over, however, he is not ready to commit to the administrative role at this time. Dr. Wong is the other dental surgeon within the Division of Dentistry. MAC approved a one-year extension for Dr. Ford Moore as Division Head of Dentistry from July 1st, 2019 to June 30th, 2020.

GENERAL MEDICAL STAFF CONCERNS OF THE EMERGENCY DEPARTMENT

An external review took place this Spring in the Emergency Department related to staff engagement and the culture of the workplace. The recommendations have been posted on the Southlake website. A number of concerns were brought forward at the General Medical Staff meeting in December. Dr. Gaurav Puri, the interim Chief of Emergency Medicine, has agreed to meet with each of the Department Chiefs to discuss any concerns their departments may have and bring back a report to the MAC of the concerns that cannot be resolved. In the past, Medical Manpower Request Form As were traditionally used when the request had a resource impact on the hospital. Departments such as Emergency Medicine and Family Medicine do not have a significant impact and therefore did not complete Form A's. Going forward, the Medical Advisory Committee directed that a Form A is required for all Associate/Active staff hires with a formal selection process. Appropriate changes were made to our Hospital rules and regulations.

LOCUM USAGE

MAC is keeping track of Locum usage by department to ensure that no more than 30% of shifts are covered by Locum staff. On review of percentage of call taken from January 2018 to September 2018, the only department above 30% (32.8% last quarter) was in General Internal Medicine and this is due to the increase of patient volumes.

MASTER PLAN

In February, MAC was provided with an overview of the Master Planning process and where Southlake presently stands in the development. Current projects will be incorporated into the new master plan. This will also include the current OR plan submission, which may need to be resubmitted with new volume projections. Of interest to the MAC, were the construction timelines for a new building, use of some of the older buildings, and the possibility of a greenfield site.

MEDITECH

The implementation of Meditech went live the weekend of December 1st & 2nd, 2018. As expected with any new system, there were many issues to be resolved. Dr. Khaykin has been supporting the medical staff with any Meditech questions they have. There are online tutorials available for the physicians to refer to as well.

Meditech staff were back at Southlake in February for an optimization review and met with a variety of physicians to assist with their concerns. The current discussion at MAC focused on who currently receives a copy of the patient's report by default. It was decided that we would continue to send to the family doctor and that confidential notes could be created for those patients who do not wish to have their reports distributed.

MENTAL HEALTH PROGRAM

Concerns with the Department of Psychiatry and Mental Health Program at Southlake have been highlighted over the past few years. This is not surprising with the 25 group homes in the Newmarket area. The program is struggling to recruit new psychiatrists due to the physical environment which will hopefully change with the additional 12 beds being added to the hospital. Also noted is a mismatch of patients to facilities and that keeping psychiatric patients in small areas increases the difficulty in managing them. Another challenge is recovery of patients after electroconvulsive therapy (ECTs). Currently, mental health patients have ECTs conducted in the operating room, including their recovery. This can disrupt the normal patient flow in the OR. ECTs could be done on the unit, however, the space and staffing for recovery is not available. Plans for a new mental health assessment unit adjacent to the ED are underway.

PHYSICIAN NAVIGATOR DECLARATION - MEDICINE

A physician in the Department of Medicine wishes to bring on a physician navigator to assist him. The Emergency Department is well known for their physician navigators but this will be a first for the Department of Medicine. A physician's navigator's primary role is to assist or "navigate" the physician throughout their shift with the goal of increasing the physician's efficiency and better patient service throughout. Physician navigators do not participate in any direct patient care.

PROFESSIONAL STAFF BYLAWS

The Medical Staff Bylaws, now renamed Professional Staff By-Laws, have been approved by the MAC. The changes to the Professional Staff By-Laws will be presented at the June Board of Directors meeting for final approval.

QUALITY & PATIENT SAFETY PROGRAM

Dr. John Randle, the newly appointed Physician Leader of the Quality and Patient Safety Program, noted that there will be changes to the format of the Quality, Utilization and Resource Management Committee (QURM) meetings specific to the people that attend. He along with Julie Pike are meeting with the Physician Leaders and Directors of each program to get a sense of the quality initiatives they have underway and how they can support them.

SOUTHLAKE@HOME

ALCs have been a challenge at Southlake. The current model has delays getting patients home in a timely manner with waits of 10-14 days on average for regular home care. With Southlake@home, the "bundled community" model, the discharge process begins at admission. All patients are screened at the time they are being admitted and plans are started for their discharge. Homecare providers, primary care and social services are partnering with Southlake to ensure patients receive the care they need in a more timely manner. This is a 16-week transitional care program, currently focusing on the medically complex / frail elderly patients, however, available to all patients. Southlake is one of the first hospitals approved to provide community support services for home transitional care. It is anticipated that Southlake@home will allow patients to see the same homecare provider throughout their journey familiarizing them with their care needs. Each community will have a dedicated interdisciplinary care team. Joint home visits with

primary care and community supports will be scheduled for patients. A 24/7 phone line will be available to patients and their family for support. Southlake has partnered with Bayshore Home Health for Aurora area residents and Saint Elizabeth Health for Newmarket area residents. There is also strong integration with the Family Health Teams.

SURGICAL ASSISTANTS IN OBSTETRICS

MAC approved a proposal to expand the scope of practice for Midwives to be first assist at C-sections, either in the rotation for booked C-sections or in an emergency on the obstetrical floor when other surgical assistants are not available. Formalized training completed through McMaster is required, including a clinical practicum with a surgical preceptor. Proof of completion of the course will be provided to the Medical Administration Office by the midwife in order to have these privileges.

DOCUMENTS APPROVED BY THE MEDICAL ADVISORY COMMITTEE

Medical Directives: 13

Order Sets: 19

Policies and/or Procedures: 2

Miscellaneous: 8

Drugs & Therapeutics Committee Recommendations: 27

2019-20 MEDICAL LEADERSHIP TERMS

The incoming Medical Leadership for 2019/20 Medical Staff Executive, Chiefs and Division Heads are:

Medical Staff Executive:

Office of President	Dr. John Randle
Office of Vice-President	Dr. Eddie Chan
Office of Secretary/Treasurer	Dr. Tom Bertoia

Clinical Chiefs:

Department of Anesthesiology	Dr. Glen Hanna
Department of Complex Medical Rehabilitation	Dr. David Srouf
Department of Diagnostic Imaging	Dr. Raymond Chan
Department of Emergency Medicine	TBD
Department of Family & Community Medicine	Dr. D. Makary
Department of Laboratory Medicine	Dr. Syed Kazimi
Department of Medicine	Dr. Shahzad Qureshi
Department of Obstetrics	Dr. Erica Mantay
Department of Paediatrics	Dr. Arif Manji
Department of Psychiatry	Dr. Mahdi Memarpour
Department of Surgery	Dr. Morrie Liquornik

Clinical Division Heads (Surgery):

Division of Cardiac Surgery	Dr. Stacy O’Blenes
Division of Dentistry	Dr. K. Ford Moore
Division of General Surgery	Dr. Shea Chia
Division of Gynaecology	Dr. Peter Watt
Division of Ophthalmology	Dr. Baseer Khan
Division of Otolaryngology	Dr. Taryn Davids
Division of Orthopaedic Surgery	Dr. Patrick Gamble
Division of Plastic Surgery	Dr. Bimpe Ayeni
Division of Surgical Assistants	Dr. Tim Barbetta
Division of Thoracic Surgery	Dr. Salvatore Privitera
Division of Urology	Dr. Jerome Green
Division of Vascular Surgery	Dr. Alan Lossing

Clinical Division Heads (Medicine):

Division of Cardiology	Dr. Jeremy Cohen
Division of Critical Care Medicine	TBD
Division of Endocrinology	Dr. Sunil Juta
Division of Gastroenterology	Dr. Brian Stotland
Division of Hospitalist Medicine	Dr. Mandana Kayedi
Division of Neurology	Dr. Usman Moghal
Division of Oncology	Dr. Peter Anglin
Division of Radiation Oncology	Dr. Charles Cho
Division of Respiriology	Dr. Moiz Zafar
Division of Rheumatology	Dr. Carter Thorne

Clinical Division Heads (Family Medicine):

Division of Palliative Medicine	Dr. Harold Yuen
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Head Midwife

Ms. Kara Brockington

PHYSICIAN RECRUITMENT

Medical Manpower Requests (Form As)

The following Medical Manpower Requests were approved by MAC from June 2018 to May 2019:

- additional Interventional Cardiologists (3)
- replacement/additional Otolaryngologist
- replacement OBGYNs (3)
- replacement Emergency Physician (3)
- additional Neurologist
- replacement Radiologist
- replacement Respiriologist
- additional Urologist
- additional Medical Oncologist

Active Search & Selection Process for the Following:

Adult Psychiatrist, Medical Oncologist; Respirologist, Neurologist, Dermatologists, Cardiac Interventionalists, Perinatologist

Selection Committee Recommendations

The following Selection Committees occurred between the end of June 2018 to May 2019:

- Anesthesia Selection Committee - September 5th, 2018
- Anesthesia Selection Committee – March 27th, 2019
- Chief of Pathology / Medical Director, Laboratory Medicine Selection Committee -
- Critical Care Selection Committee – April 29th and May 1st, 2019
- Emergency Physicians Selection Committee – April 3rd, 2019
- Geriatrician Selection Committee - August 28th, 2018
- GIM-Hospitalist Selection Committee - November 8th, 2018
- Hematologist Selection Committee – April 11th, 2019
- Interventionalist & Medical Director, Chronic Total Occlusion & Complex High Risk Indicated Procedure Program Selection Committee - December 13th, 2018
- Obstetrics & Gynecology Selection Committee - January 17th, 2019
- Ophthalmology Selection Committee – March 27th, 2019
- Otolaryngology Selection Committee - January 14th, 2019
- Pediatrician Selection Committee - November 8th, 2018
- Physician Leader, Quality & Patient Safety Selection Committee - December 18th, 2018
- Radiologist Selection Committee - June 25th, 2018
- Radiologist Selection Committee – January 28th, 2019
- Rheumatology Selection Committee - August 20th, 2018

MEDICAL STAFF CREDENTIALING

Southlake Regional Health Centre welcomes our new Associate Staff:

Dr. Youmna Ahmed	Medicine, Geriatric Medicine
Dr. Dinesh Ananthan	Medicine & CMR, GIM- Hospital Medicine
Dr. Lukasz Boba	Surgery, Vascular Surgery
Dr. Amir Bouzari	Anesthesia
Dr. Theresa Cummings	Anesthesia
Ms. Kaitlynn Daniel	OBGYN, Midwifery -cross-appointment to Pediatrics (for newborn care)
Dr. Maeve Gamble	Surgery, Surgical Assistant
Dr. Victoria Hayward	Surgery, Plastic Surgery
Dr. Jai Jayakar	Medicine, Oncology, Hematology with cross-appt to General Internal Medicine
Dr. Crystal Kavanagh	Surgery, Thoracic Surgery
Dr. Shamim Lotfi	Surgery, Vascular Surgery
Dr. Donald Ly	Diagnostic Imaging
Dr. Megan McKeown	OBGYN & Surgery, Gynecology
Dr. Philip Mok	Diagnostic Imaging
Dr. Nazia Panjwani	Medicine & CMR, GP Hospitalist
Dr. Koushi Paramsothy	Medicine, Oncology, Hematology
Dr. Edward Park	Surgery, Otolaryngology
Dr. Paul Sanghera	Ophthalmology (Mackenzie Primary Appointment Surgery)
Dr. Richard Tse	Medicine, Rheumatology
Dr. Bradley Walker	Anesthesia
Dr. Hugh Wen	Surgery, Surgical Assistants
Dr. Nathalie Wong-Chong	Surgery, General Surgery
Dr. Stacy Zahanova	Pediatrics (Pediatric Endocrinology)
Dr. Nadil Zeiadin	Medicine, Rheumatology

Courtesy Staff (Active Staff appointment at another health care facility)

Dr. Kevin Ali	Medicine & CMR, GP Hospitalist
Dr. Olubukunola Ayeni	Surgery, Plastic Surgery
Dr. Christopher Buckle	Diagnostic Imaging - provide occasional call coverage
Dr. Maryam Fesharaki	Pediatrics & Medicine - Neurology (Community Pediatric Neurologist)
Dr. Catherine Grenier	Emergency Medicine
Dr. Grigoriy Ikonnikov	Emergency Medicine
Dr. Christina Kim	Medicine, Nephrology
Dr. Tony Lee	Medicine, Cardiology, Interventional Cardiology
Dr. Samantha Martin	Pediatrics, Pediatric Oncology- to work within peds oncology service, as well as adolescent medicine consults
Dr. Gevork Mnatzakanian	Diagnostic Imaging
Dr. Modupe Oyewumi	Surgery, Otolaryngology
Dr. Jane Roberts	Pediatrics
Dr. Filippe Scerbo	Pediatrics
Dr. Jonathan Singer-Jordan	Diagnostic Imaging - provide occasional call coverage
Dr. Gautam Sudan	Medicine & CMR, GIM Hospital Medicine

The following additional credentialing occurred from June 2018 to May 2019:

- 113 Medical Students, Residents & Fellows
- 143 Observers
- 87 Locums
- 30 Locum Extensions
- 21 Changes in Status/Privileges

HONOURARY STAFF

Dr. Catherine Mahut, Department of Surgery

Dr. Catherine Mahut joined the Department of Surgery at York Country Hospital, in 1993, as a general surgeon with a focus on breast cancer. She brought sentinel node biopsies to Southlake in 2001. Dr. Mahut has been the Surgical Oncology Lead for the Central LHIN and was involved in the development of Southlake's Diagnostic Assessment Unit. She has been the Medical Director of DAU since 2010. Dr. Catherine Mahut has been appointed to the Honourary Medical Staff to acknowledge her contributions and dedication to Southlake.

Dr. William Skala, Department of Anesthesia

Dr. Skala joined the Medical Staff in 1976 and has served the community of York Region for over 40 years, make a significant contribution to the advancement of anesthesia services throughout this time. Dr. Skala's consistency and meticulous attention to detail have benefitted the patients in our community. Many times over the years, colleagues and hospital staff would specifically request Dr. Skala as their anesthesiologist for their procedure or for a family member. The Medical Advisory Committee recommends Dr. William Skala to the Honourary Medical Staff.

RETIREMENTS

Dr. Barry Atask from Active Staff, Department of OBGYN & Department of Surgery, Division of Gynecology effective June 30th, 2019. (12 years)

Dr. Stephen Cluff from Active Staff, Department of Emergency Medicine, effective January 31st, 2019. (17 years)

Dr. Eligio Palermo from the Department of Complex Medical Rehabilitation and Department of Medicine as of October 31st, 2018. (40 years)

Dr. Peter Levers from Courtesy Staff, Department of Surgery, Division of Surgical Assistants & Urology as of December 31st, 2018. (55 years)

RESIGNATIONS

Dr. Richard Hany from Courtesy Staff, Department of Diagnostic Imaging, effective January 31st, 2019.

Dr. Steven Isaacson from Active Staff, Department of Diagnostic Imaging, effective February 8th, 2019.

Dr. Norman Just from Active Staff, Department of Diagnostic Imaging, effective February 8th, 2019.

Dr. Michael Rooney from the Department of Diagnostic Imaging, effective February 12th, 2019.

Ms. Veronika Schubert, Department of OBGYN, Division of Midwifery, effective September 13th, 2018

CHOOSE NOT TO REAPPLY FOR 2019 PRIVILEGES:

Dr. Hassan Al-Ali	from Courtesy Staff, Dept of Medicine, Division of Hospital Medicine (GP) & CMR
Dr. Andre Charest	from Courtesy Staff, Department of Medicine / Nephrology
Dr. Bradley Dibble	from Courtesy Staff, Department of Medicine, Division of Cardiology/Invasive
Dr. Sean Doran	from Courtesy Staff, Department of Emergency Medicine
Dr. Michael Falcioni	from Courtesy Staff, Department of Emergency Medicine
Dr. William Fetherston	from Active Staff, Department of Family & Community Medicine
Dr. Virat Joshi	from Courtesy Staff, Department of Emergency Medicine
Dr. Yair Karas	from Courtesy Staff, Department of Surgery, Division of Ophthalmology
Dr. David Kumar	from Courtesy Staff, Department of Medicine (GIM-Hospitalist) & CMR
Dr. Joseph Lee	from Courtesy Staff, Dept of Family Medicine, Medicine (GP-Hospitalist) & CMR
Dr. Peter Levers	from Courtesy Staff, Dept of Surgery, Division of Surgical Assistants & Urology
Dr. Shawn Mawhinney	from Courtesy Staff, Department of Anaesthesiology
Dr. Rogy Masri	from Active Staff, Department of Emergency Medicine & Family Medicine
Dr. Ilam Nachim	from Associate Staff, Department of Family & GP-Psychiatry (Addiction Specialist)
Dr. Yvonne Opalinski	from Courtesy Staff, Department of Surgery, Division of Surgical Assistants
Dr. Alex Yeung	from Courtesy Staff, Department of Anesthesiology (anesthesia cataract suite)

OBITUARIES

Dr. James Arthur Gordon

Dr. Gordon joined the Associate Staff, Department of Medicine November 1965, initially as a General Internist and in 1994 appointed to the Department of Diagnostic Imaging with subspecialty training in Nuclear Medicine. Dr. Gordon remained on Active Staff until July 2000, at which time he moved to Courtesy Staff until his retirement December 31, 2013. Dr. Gordon's administrative leadership contributions have been significant over the years as he held many leadership positions including, Department Chief, Chief of Staff, Chair of MAC, member of AMC, Strategic Planning, Quality & Utilization, member of the Foundation Board and Hospital Board of Directors. Dr. James Gordon passed away on Friday October 19, 2018.

Dr. Kevin Thompson

In 1973, Dr. Kevin Thompson joined York County Hospital as a family physician for five years and then returned to school. In 1982, he joined the Department of Anesthesia as Active staff where he remained until 2011 when he fell ill with Parkinson's disease. In 2011, Dr. Thompson was appointed to the Honourary Staff at Southlake Regional Health Centre. Dr. Kevin Thompson passed away on Wednesday April 10th, 2019.

Respectfully submitted,

Dr. Steven Beatty
Chief of Staff & Chair of MAC