

Annual Accountability Report on Emergency Departments

April 1, 2014 - March 31, 2015

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Accountability Statement

The Annual Accountability Report on Emergency Departments for the fiscal year ending March 31, 2015, is prepared pursuant to Section 6 of the Emergency Department Accountability Act. This Act requires that the District Health Authorities and the IWK Health Centre report on all emergency department closures, hold public consultations in communities that have experienced a pattern of ongoing closures, and report on the outcomes of those consultations directly to the Minister of Health and Wellness.

Some District Health Authorities, in consultation with their communities, have established hours of operation that are different than 24/7. These scheduled closures are well publicized and are part of the District Health Authority planning process to offer the best service and maximize the quality of care. Five hospitals in the province have established regular scheduled hours of operation.

Emergency department closures that are unpredictable and unplanned are considered temporary closures. These closures mainly occur when emergency department staff (doctors, nurses, or paramedics) are unavailable to cover a shift. Temporary closures present a challenge for both patients and the provincial emergency care system. In 2014/2015, sixteen hospitals experienced temporary closures.

It is also important to note that while Nova Scotia now operates under one provincial Health Authority and the IWK Health Centre, this data reflects past operations which consisted of nine separate District Health Authorities and the IWK Health Centre.

We acknowledge that this accountability report is the responsibility of the Department of Health and Wellness and is, to the greatest extent possible, a complete and accurate representation of emergency department closures reported by the District Health Authorities and IWK Health Centre in Nova Scotia between April 1, 2014 and March 31, 2015.

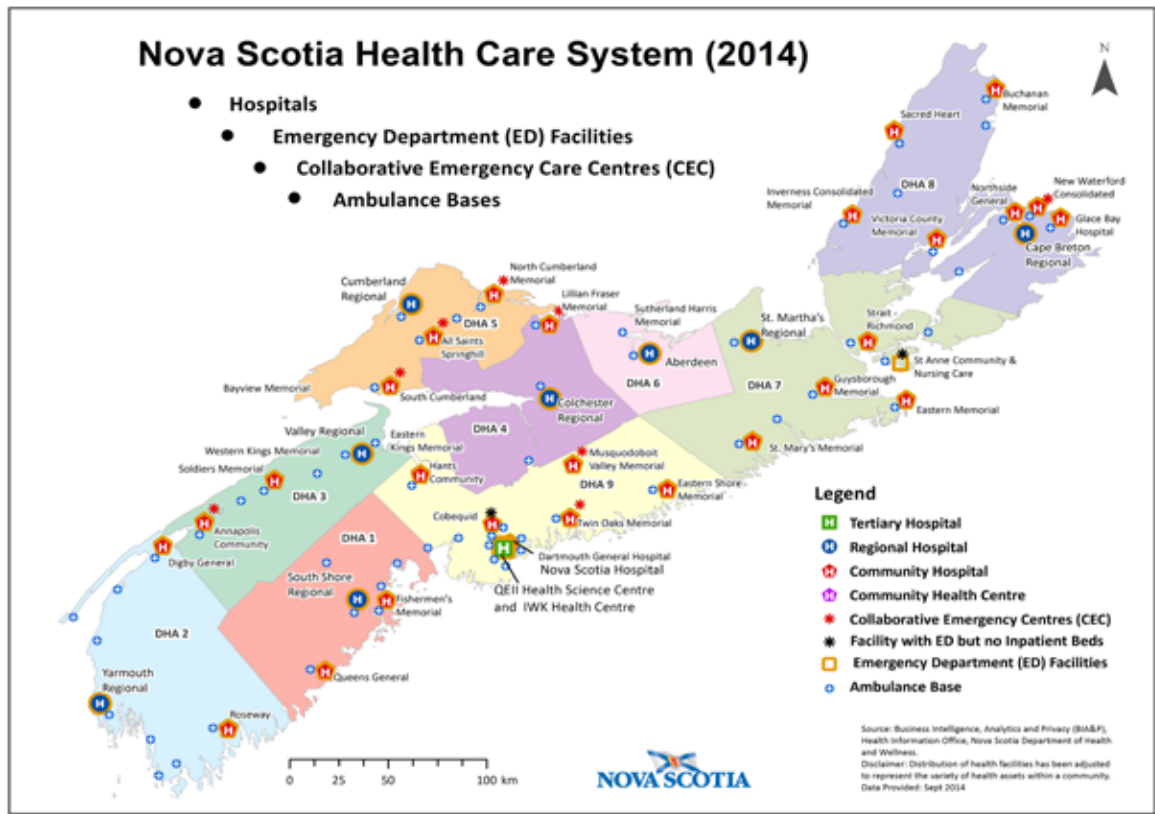


Leo Glavine, *Minister of Health and Wellness*



Dr. Peter W. Vaughan, *Deputy Minister*

Nova Scotia's Emergency Departments



Enhancing Emergency Care in Nova Scotia

Emergency departments (EDs) in Nova Scotia are an integral part of the health care system, providing rapid assessment and management of patients with unknown or unexpected problems as well as those with deteriorating pre-existing illness or injury requiring emergency care.

In recent years, enhancements in emergency care in the province have focused on improving access to quality patient care that best meets the need of local communities. This has been demonstrated through the implementation of Collaborative Emergency Centres (CECs) and through the establishment of regular hours of operation within some facilities.

Collaborative Emergency Centres

CECs provide same day or next day access to primary health care (physicians and nurse practitioners) for extended hours. During night time hours, for most CECs, there is a collaborative care team available that consists of Paramedics and/or Registered Nurses who are supported by an Emergency Health Services Physician who provides oversight by being available by phone for consultation. In communities where the CEC model has been implemented, the frequency of these unscheduled, temporary, ED closures has been significantly reduced, providing area residents with reliable access to emergency care. As of March 31, 2015, there are eight facilities across the province that have implemented this model of care and planning continues for additional CECs to be established.

FACILITY

COMMUNITY

South Cumberland Community Care Centre	Parrsboro
All Saints Springhill Hospital	Springhill
Lillian Fraser Memorial Hospital	Tatamagouche
Annapolis Community Health Centre	Annapolis Royal
North Cumberland Memorial Hospital	Pugwash
Twin Oaks Memorial Hospital	Musquodoboit Harbour
Musquodoboit Valley Memorial Hospital	Middle Musquodoboit
New Waterford Consolidated Hospital	New Waterford

Hours of Operation and Scheduled Hours of Closure

Five EDs have established regular hours of operation that are less than 24/7 to provide consistent access to safe and quality care. Hours that these facilities are not opened are considered scheduled hours of closure. These facilities implemented these scheduled closures when faced with one or more of the following challenges in keeping their ED open:

- Core staffing
- A limited number of patients visiting the ED during overnight hours
- Inability to safely staff the ED at peak hours
- Instability in providing consistent ED access
- Meeting the needs of the local community in which the facility was located

Emergency Department	Hours of Operation	Scheduled Hours of Closure
Fishermen's Memorial Hospital	Open daily from 7:30 am to 10:30 pm	3,285
Musquodoboit Valley Memorial Hospital	Open daily from 8:00 am to 8:00 pm	4,380
New Waterford Consolidated Hospital	Open Monday to Saturday 7:00 am to 5:00 pm. A Mobile Care Team operates Monday to Thursday 7:00 pm to 7:00 am. During the summer, open Monday to Friday 7:00 am to 5:00 pm. Beginning in December 2014, open Tuesday to Saturday 7:00 am to 5:00 pm	3,538
Northside General Hospital	Beginning in June 2014, open daily from 8:00 am to 10:00 pm. In December 2014, Open daily from 8:00am to 3:00 pm	3,876
Glace Bay Health Care Facility	Open 24 hours a day, seven days per week. Closed Sunday at 6:00 am to Tuesday at 7:00 am during the summer	693

Fishermen's Memorial Hospital (Lunenburg)

Fishermen's Memorial Hospital's ED began overnight closures, (10:30 pm to 7:30 am daily) in July 1, 2008, after experiencing frequent closures due to staffing issues and a low number of patient visits between midnight and 7:00 am (average of 1 to 2 visits per night). Establishing hours of operation has helped ensure that the ED is safely staffed during its busiest times and has provided a more reliable, consistent level of service to the community.

Musquodoboit Valley Memorial Hospital (Middle Musquodoboit)

Due to lack of physician resources, Musquodoboit Valley Memorial Hospital (MVMH) has operated under a new model of care since July 2009. This model included an ED that operated from 8:00 am to 5:00 pm Monday to Friday in conjunction with a collaborative care clinic, which provided same-day appointments with family physicians and improved access to primary care. There was 24-hour access to the ED on Saturdays and Sundays. This model of care helped with the retention of family doctors and provided stable regular ED hours for community residents. MVMH converted to a CEC model in March 2013 and regular hours of operation were modified and are now 8:00 am to 8:00 pm, 7 days per week.

New Waterford Consolidated Hospital (New Waterford)

New Waterford officially transitioned to a CEC on September 30, 2013. However, this model of care was phased in beginning in June 2013. The New Waterford CEC model provides enhanced access to primary care (physicians and nurse practitioners) from 7:00 am to 5:00 pm Tuesday to Saturday. Additionally, this model provides care for people with non-urgent health needs in their own home through a Mobile Care Team which includes a Registered Nurse and an Advanced Care Paramedic from 7:00 pm to 7:00 am Monday to Thursday. To accommodate reduced physician availability, in the summer of 2014, New Waterford modified the hours of operation to Monday to Friday 7:00 am to 5:00 pm. In December 2014, the hours of operation were modified to the current model of Tuesday to Saturday 7:00 am to 5:00 pm.

Northside General Hospital (North Sydney)

To accommodate ongoing staffing challenges at Northside, scheduled closures were implemented in June 2014. At that time, regular ED hours of operation were 8:00 am to 10:00 pm. In December 2014, hours of operation were modified to 8:00 am to 3:00 pm. This was to ensure safe staffing and consistent access to emergency care for residents in and around North Sydney.

Glace Bay Health Care Facility (Glace Bay)

Glace Bay implemented temporary scheduled summer closures in the June 2014, closing on Sundays and Mondays to address summer staffing challenges. Regular 24/7 operation resumed in early September 2014.

Overview: ED Closures by District Health Authority and Facility Type

DHA	Facility Type	Facility Name	Hours of Closure (2014/15)		
			Temporary	Scheduled	Total
1	Regional	South Shore Regional Hospital	0	0	3,486
	Community	Fishermen's Memorial Hospital	201	3,285	
	Community	Queens General Hospital	0	0	
2	Regional	Yarmouth Regional Hospital	0	0	811
	Community	Digby General Hospital	158	0	
	Community	Roseway Hospital	653	0	
3	Regional	Valley Regional Hospital	0	0	150
	CEC	Annapolis Community Health Centre	0	0	
	Community	Soldiers Memorial Hospital	150	0	
4	Regional	Colchester East Hants Health Centre	0	0	83
	CEC	Lillian Fraser Memorial Hospital	83	0	
5	Regional	Cumberland Regional Health Care Centre	0	0	318
	CEC	All Saints Springhill Hospital	109	0	
	CEC	North Cumberland Memorial Hospital*	101	0	
	CEC	South Cumberland Community Care Centre	108	0	
6	Regional	Aberdeen Hospital	0	0	0
7	Regional	St. Martha's Regional Hospital	0	0	1332
	Community	Eastern Memorial Hospital	80	0	
	Community	Guysborough Memorial Hospital	0	0	
	Community	St. Anne Community & Nursing Care Centre	901	0	
	Community	St. Mary's Memorial Hospital	0	0	
	Community	Strait Richmond Hospital	351	0	
8	Regional	Cape Breton Regional Hospital	0	0	11,237
	Community	Buchanan Memorial Community Health Centre	0	0	
	Community	Glace Bay Health Care Facility	1711	693	
	Community	Inverness Consolidated Memorial Hospital	0	0	
	Community	New Waterford Consolidated Hospital	456	3,538	
	Community	Northside General Hospital	915	3,876	
	Community	Sacred Heart Community Health Centre	0	0	
	Community	Victoria County Memorial Hospital	48	0	
9	Tertiary	QEII Health Sciences Centre	0	0	4519
	Regional	Dartmouth General Hospital	0	0	
	Community	Cobequid Community Health Centre	0	0	
	Community	Eastern Shore Memorial Hospital	0	0	
	Community	Hants Community Hospital	0	0	
	CEC	Musquodoboit Valley Memorial Hospital	0	4,380	
	CEC	Twin Oaks Memorial Hospital	139	0	
IWK	Tertiary	IWK Health Centre	0	0	0
TOTAL			6164	15,772	21,936

*DHA Totals may be off by a maximum of 1 hour due to rounding of individual values for display

Health human resources continue to be a challenge throughout the province. In 2014/15, temporary ED closures were the result of nursing, physician and paramedic unavailability. For specific dates of closure see Appendix A.

Summary of Temporary ED Closure Hours and Public Consultations by District Health Authority

(Reporting Period: April 1, 2014 – March 31, 2015)

District Health Authorities are required to hold two public consultations throughout the fiscal year and as outlined in the *Emergency Department Accountability Act*, those DHAs with an ongoing pattern of ED closures are expected to engage with communities regarding ED closures and discuss plans for mitigation. These consultations are summarized in the following pages.

South Shore District Health Authority

Facility	Hours of Temporary Emergency Department Closures
Fishermen's Memorial Hospital	201 hours
South Shore Regional Hospital	0 hours
Queens General Hospital	0 hours
Total	201 hours

Public Consultation			
Date	Community	Chair/Speakers	Approx. # of Attendees
May 1, 2014	Lunenburg	Wayne Foster	17

Summary of Discussion:

The steering committee established to provide leadership and advice to the South Shore Health Board of Directors met to discuss the role of Fishermen's Memorial Hospital in the district's emergency system. Committee membership included representatives from South Shore Health as well as the Lunenburg Town Council, Health Services Foundation, auxiliary, the Community Health Board and local physicians. The chair provided an update on the status of the project, followed by discussion on next steps. By consensus the steering committee agreed to recommend the Board of Directors continue to work towards implementation of the approved vision for Fishermen's Memorial Hospital, which includes integration of primary care and urgent care which the committee feels will offer a more consistent and reliable level of service to the community.

DHA Action:

At the May 22, 2014 Board of Directors meeting, the Board voted to proceed with the committee's recommendation, to inform the Minister of Health and Wellness of the decision, and to provide an update to the community. This was communicated via letter which was also shared with partners and published in the local media in June 2014.

Public Consultation			
Date	Community	Chair/Speakers	Approx. # of Attendees
September 22, 2014	South Shore (Fishermen's Memorial Hospital)	George McLellan, Official Administrator, District Health Authorities	40

Summary of Discussion:

During the Annual General Meeting, South Shore Health leadership provided an update on the status of the proposed collaborative care centre at Fishermen's Memorial Hospital.

There are a number of gateways for approval from conception to construction.

Schematic designs have been submitted. Once approved, the plan would move into detailed design.

DHA Action:

South Shore Health reaffirmed commitment to the plans to establish a combined primary care and urgent care centre at Fishermen's Memorial Hospital to provide a more reliable and consistent level of service to the community.

South West Nova District Health Authority

Facility	Hours of Temporary Emergency Department Closures
Digby General Hospital	158 hours
Roseway Hospital	653 hours
Yarmouth Regional Hospital	0 hours
Total	811 hours

Public Consultation			
Date	Community	Chair/Speakers	Approx. # of Attendees
March 24, 2015	Shelburne County (Roseway Hospital)	Debi Hill, community member (chair)	275-300

Summary of Discussion:

Representatives of South West Health, the incoming Nova Scotia Health Authority (NSHA) and the Department of Health and Wellness participated in a public meeting to discuss Roseway Hospital ED closures.

The discussion focused on:

- ED staffing complement (number of RNs, LPNs etc.)
- Scope of practice for RNs and how can scope of RNs, paramedics and other health professionals be examined to allow a different mix of health professionals to provide ED care.
- Impact of closures on rural areas, (ambulance fees to nearest open ED).
- Including more local family physicians in ED coverage.
- Status of Shelburne health centre renovations.

Public Consultation			
Date	Community	Chair/Speakers	Approx. # of Attendees
Mar 24, 2015	Digby County	Neil Nichols, Chair, Digby & Area Health Services Foundation	10 (Digby & Area Health Services Foundation members)
Dec 17, 2014	(Digby General Hospital)	Hubert d'Entremont, Site Manager, Digby General Hospital	
Sep 17, 2014			
Jun 18, 2014			

Summary of Discussion:

Digby General Hospital Site Manager, Hubert d'Entremont, reports regularly to the Digby and Area Health Services Foundation which consists of members of the community. Discussions include: ED staffing challenges, recruitment of family physicians and ongoing work on the Digby and Area Health Services Centre which will provide primary health care services to the community.

DHA Action:

Digby Hospital Site Manager continues to liaise with Digby & Area Health Services Foundation as well as members of local Town and Municipal councils on issues such as access to health care services, including emergency care. Recruitment of primary health care providers continues to be a priority in Digby County. Going forward, recruitment efforts will take advantage of a provincial approach to service planning and delivery.

Annapolis Valley District Health Authority

Facility	Hours of Temporary Emergency Department Closures
Annapolis Valley CHC	0 hours
Soldiers Memorial Hospital	150 hours
Valley Regional Hospital	0 hours
Total	150 hours

Public Consultation			
Date	Community	Chair/Speakers	Approx. # of Attendees
August 18, 2014	Middleton (Soldiers Memorial Hospital)	Janet Knox, President & CEO and Jeanne Saulnier, Site Manager, Soldiers Memorial Hospital during Middleton Town Council Meeting	12

Summary of Discussion:

The council was updated on challenges within the Soldiers Memorial Hospital ED. Discussion focused around recruitment and retention of physicians, the family practice residency program, primary health care/community care and the goals and progress on the development of Soldiers Memorial Hospital.

DHA Action:

Annapolis Valley Health, and going forward the NSHA, through the Soldiers Memorial Hospital Site Manager continue the formalized link with Middleton's Town Council and provide regular updates to community stakeholders on matters related to the hospital.

Colchester East Hants Health Authority*

Facility	Hours of Temporary Emergency Department Closures
Colchester Regional Hospital	0 hours
Lillian Fraser Memorial Hospital	83 hours
Total	83 hours

Public Consultation			
Date	Community	Chair/Speakers	Approx. # of Attendees
N/A	N/A	N/A	N/A

* Public consultations not required as there was not an ongoing pattern of ED closures in 2014/15.

Cumberland Health Authority*

Facility	Hours of Temporary Emergency Department Closures
All Saints Hospital	109 hours
Cumberland Regional HCC	0 hours
North Cumberland Memorial Hospital	101 hours
South Cumberland CCC	108 hours
Total	318 hours

Public Consultation			
Date	Community	Chair/Speakers	Approx. # of Attendees
N/A	N/A	N/A	N/A

* Public consultations not required as there was not an ongoing pattern of ED closures in 2014/15.

Pictou County Health Authority*

Facility	Hours of Temporary Emergency Department Closures
Aberdeen Hospital	0 hours

Public Consultation			
Date	Community	Chair/Speakers	Approx. # of Attendees
N/A	N/A	N/A	N/A

* Public consultations not required as there were no ED closures in 2014/15.

Guysborough Antigonish Strait Health Authority

Facility	Hours of Temporary Emergency Department Closures
Eastern Memorial Hospital	80 hours
Guysborough Memorial Hospital	0 hours
St. Anne Community & Nursing Care Centre	901 hours
St. Martha's Regional Hospital	0 hours
St. Mary's Memorial Hospital	0 hours
Strait Richmond Hospital	351 hours
TOTAL	1332 Hours

Public Consultation			
Date	Community	Chair/Speakers	Approx. # of Attendees
March 26, 2015	Strait Richmond area	Dr. Jeremy Hillyard, VP Medicine Sarah MacDonald, Director of Public Relations and Community Engagement	80+

Summary of Discussion:

The session began with a presentation from Joanne MacKinnon, Physician Recruiter with the Department of Health and Wellness on physician recruitment efforts in Nova Scotia including current financial incentives for physicians. Following that, Dr. Jeremy Hillyard, VP Medicine for GASHA, spoke to the temporary ED closures at the Strait Richmond Hospital, the Health Authority's recruitment efforts, and to the most recent physician recruited to the community to provide ED coverage.

Three key questions were then posed to participants to think about and discuss:

1. What do you see as barriers to physician recruitment? How can we breakdown these barriers?
2. What do you see as alternative health services when EDs are closed?
3. How are we doing at communicating temporary closures?

The majority of the session was spent discussing and responding to barriers in physician recruitment. Key issues/point include:

- a. Several community members identified the challenge of making newly recruited physicians and their family feel welcome.
- b. Work/Life balance: Many community members recognized and acknowledged the hours that the current ED physicians put into their work, and spoke to how that may look unappealing to new recruits or physicians with young families.
- c. Lack of incentives: Other communities have physician recruitment incentives to encourage physicians to the area.
- d. Extent of Coverage: Participants recognized the unique situations that face ED physicians in rural areas such as lack of coverage and the extent of coverage.

The group then discussed how these barriers can be overcome: Suggested solutions included:

- a. Advocating to local municipalities around the need for local incentives to assist with recruiting rural physicians and helping to support those medical professionals who are from the area and looking to return.
- b. Welcoming new physicians and their families to the area.
- c. Ongoing dialogue: The need for exit interviews when ED physicians are leaving the area, as well as ongoing dialogue to support all health professionals.
- d. Reviewing best practices across the country: Participants suggested that the Health Authority review how the military recruits physicians and makes them feel welcome within the community they practice, as well as other rural areas where this practice has been successful.
- e. Participants also raised concerns relating to ED closures at St. Anne Centre and the impact of this ED being closed at the same time as the ED within the Strait Richmond Hospital.

DHA Action:

Open dialogue to continue with the Department of Health and Wellness physician recruitment office. Going forward, the NSHA is committed to doing a review of best practices for recruiting physicians to rural areas, including recruitment efforts undertaken by the Canadian military and will work with the DHW on this.

With regards to the dual closures at St. Anne Centre and Strait Richmond Hospital, this issue has been addressed as an additional physician had been hired at St. Anne Centre to support the needs of this community.

Cape Breton District Health Authority

Facility	Hours of Temporary Emergency Department Closures
Buchanan Memorial Consolidated	0 hours
Cape Breton Regional Hospital	0 hours
Glace Bay Health Care Facility	1,711 hours
Inverness Consolidated Hospital	0 hours
New Waterford Consolidated	456 hours
Northside General Hospital	915 hours
Sacred Heart CHC	0 hours
Victoria County Memorial Hospital	48 hours
TOTAL	3,130 hours

Public Consultation			
Date	Community	Chair/Speakers	Approx. # of Attendees
Nov. 25, 2014 6:30-8:00 pm	New Waterford (New Waterford Consolidated)	Dianne Calvert Simms, CEO Kathy Bell, Director of Community Health Sarah Galley, Director of Medical Laboratory Services Martha McLean, Director of Critical Care / Emergency/CEC-MCT	35

Summary of Discussion:

Dianne Calvert Simms presented on New Waterford Consolidated, the population it serves, physician and staff shortages, lab services/point of care testing as well as ED closures and statistics. This was followed by an audience feedback/Q&A session. Discussion fell into four categories:

1. Access to primary health care (i.e. family physicians, CEC or Mobile Care Team (MCT))
 2. Lab services/Point of Care testing (POCT)
 3. ED closures
 4. Recruitment of physicians and allied health care providers; recruitment & training for students pursuing health related studies (medicine, nursing & allied health)
-

DHA Action:

1. Evaluation of the CEC/MCT is ongoing; discussion underway on ways to enhance/promote it
2. Establish a multi-disciplinary group consisting of frontline staff in both lab and nursing, physicians and managers to determine how POCT could be implemented along with timelines
3. Continue with ED scheduled closure hours (Closed on Mondays)
4. Continue recruitment efforts for both physicians and staff; continue ongoing campaigns (i.e. Bring Them Home to Care; sponsoring students for allied health areas with vacancies)

Public Consultation

Date	Community	Chair/Speakers	Approx. # of Attendees
Dec. 2, 2014 6:30-8:00 p.m.	North Sydney (Northside General Hospital)	Dianne Calvert Simms, CEO Sarah Galley, Director of Medical Laboratory Services Dr. Jim MacKillip, Physician Recruitment Mary Lou O'Neill, VP Clinical Services Jim Merkley, VP Diagnostic & Support Services	185

Summary of Discussion:

Dianne Calvert Simms presented on Northside General, the population it serves, health conditions, physician & staff shortages, primary health care, lab services/point of care testing, ED closures and statistics. Confirmed that there are no plans or discussions at a district or provincial level about closing Northside General Hospital or transitioning to a long-term care facility. This was followed by an audience feedback / Q & A session.

Main discussion fell into four categories

1. ED closures
 2. Recruitment of physicians and allied health care providers; recruitment & training for students pursuing health related studies (medicine, nursing & allied health)
 3. Point of Care testing (POCT)
 4. Concerns about future status of the hospital and the transition to one provincial health authority
-

DHA Action:

Continue with scheduled ED hours of operation (Open daily 8:00 am to 3:00 pm)

Work with physicians to discuss primary health care and how, going forward, the NSHA can work with them to improve care for the population they serve

Continue recruitment efforts for both physicians and staff; continue ongoing campaigns (i.e. Bring Them Home to Care; sponsoring students for allied health areas with vacancies)

Assess care delivery models to ensure the right mix of staff skills and experience

Establish a multi-disciplinary group consisting of frontline staff in both lab and nursing, physicians and managers to determine how POCT could be implemented along with timelines

Public Consultation

Date	Community	Chair/Speakers	Approx. # of Attendees
Dec. 3, 2014 6:30-8:00 p.m.	Glacé Bay (Glacé Bay Health Care Facility)	Dianne Calvert Simms, CEO Dr. Andrew Lynk, VP of Medicine	27

Summary of Discussion:

Dianne Calvert Simms presented on the Glacé Bay Health Care Facility, the population it serves, health conditions, physician & staff shortages, primary health care and ED closures and statistics. This was followed by an audience feedback/Q & A session.

Main discussion fell into four categories:

1. Access to primary health care (family physicians & walk-in clinics)
 2. Recruitment of physicians and allied health care providers; recruitment & training for students pursuing health related studies (medicine, nursing & allied health)
 3. ED closures
 4. Determinants of health (economy's role in supporting better health)
-

DHA Action:

Work with physicians to discuss primary health care and how the District can work with them to improve care for the population they serve.

Continue to monitor unscheduled ED closures.

Continue recruitment efforts for both physicians and staff; continue ongoing campaigns i.e. Bring Them Home to Care; sponsoring students for allied health areas with vacancies.

Assess care delivery models to ensure the right mix of staff skills and experience.

Capital District Health Authority*

Facility	Hours of Temporary Emergency Department Closures
Cobequid CHC	0 hours
Dartmouth General Hospital	0 hours
Eastern Shore Memorial Hospital	0 hours
Hants Community Hospital	0 hours
Musquodoboit Valley Memorial Hospital	0 hours
Twin Oaks Memorial Hospital	139 hours
QEII Health Sciences Centre	0 hours
TOTAL	139 hours

Public Consultation			
Date	Community	Chair/Speakers	Approx. # of Attendees
N/A	N/A	N/A	N/A

* Public consultations not required as there was not an ongoing pattern of ED closures in 2014/15.

IWK*

Facility	Hours of Temporary Emergency Department Closures
IWK Health Centre	0 hours

Public Consultation			
Date	Community	Chair/Speakers	Approx. # of Attendees
N/A	N/A	N/A	N/A

* Public consultations not required as there were no ED closures in 2014/15.

Some EDs and CECs in Cumberland, Colchester and Capital District Health Authorities had sporadic closures due to staff illness or unavailability, but did not experience a pattern of ongoing closures.

No public consultation meetings were held specific to those isolated closures, though in all areas public concerns related to emergency care access could be raised and addressed through annual general meetings and as needed throughout the year.

Appendix: Temporary ED Closures by Date and Hours Closed

(Reporting Period: April 1, 2014 – March 31, 2015)

South Shore District Health Authority

Fishermen's Memorial Hospital		
Month	Date	Hours Closed
April	4/2/2014	6.5
	4/15/2014	4.0
	4/21/2014	5.5
	4/22/2014	0.5
May	5/10/2014	15.0
July	7/6/2014	4.5
	7/18/2014	4.5
August	8/2/2014	10.5
	8/3/2014	15.0
	8/5/2014	5.5
	8/14/2014	7.0
	8/15/2014	5.5
	8/16/2014	6.0
September	9/1/2014	4.5
	9/6/2014	4.5
	9/20/2014	8.5
	9/28/2014	4.0
October	10/18/2014	15.0
	10/25/2014	15.0
November	11/22/2014	5.0
December	12/31/2014	2.5
February	2/28/2015	8.5
March	3/16/2015	8.0
	3/17/2015	7.0
	3/18/2015	15.0
	3/20/2015	8.5
	3/21/2015	5.0
Total		201.0

South West Nova District Health Authority

Digby General Hospital		
Month	Date	Hours Closed
April	4/2/2014	8.0
	4/9/2014	8.0
	4/30/2014	8.0
May	5/5/2014	12.0
	5/28/2014	8.0
July	7/2/2014	8.0
	7/9/2014	8.0
	7/16/2014	8.0
	7/30/2014	12.0
October	10/13/2014	12.0
December	12/10/2014	12.0
	12/31/2014	8.0
January	1/12/2015	6.0
	1/23/2015	12.0
February	2/5/2015	12.0
March	3/11/2015	8.0
	3/25/2015	8.0
Total		158.0
Roseway Hospital		
Month	Date	Hours closed
May	5/17/2014	13.0
June	6/15/2014	13.0
	6/29/2014	14.0
July	7/13/2014	12.0
August	8/2/2014	24.0
	8/5/2014	12.0
	8/19/2014	11.0
	8/25/2014	13.0
	8/29/2014	13.0
September	9/1/2014	13.0
	9/18/2014	11.0
	9/26/2014	12.0
	9/30/2014	13.0

October	10/4/2014	12.0
	10/6/2014	24.0
	10/9/2014	12.0
	10/11/2014	13.0
	10/13/2014	13.0
	10/14/2014	13.0
	10/24/2014	12.0
	10/25/2014	13.0
November	11/14/2014	13.0
	11/30/2014	12.0
December	12/5/2014	12.0
	12/23/2014	4.0
	12/24/2014	12.0
	12/25/2014	13.0
	12/29/2014	12.0
January	1/2/2015	13.0
	1/6/2015	12.0
	1/7/2015	12.0
	1/8/2015	11.0
	1/9/2015	10.0
	1/10/2015	13.0
	1/16/2015	9.0
1/18/2015	12.0	
February	2/13/2015	28.0
	2/15/2015	25.0
	2/17/2015	13.0
	2/26/2015	13.0
	2/27/2015	12.0
	2/28/2015	13.0
March	3/6/2015	13.0
	3/7/2015	13.0
	3/10/2015	11.0
	3/15/2015	13.0
	3/16/2015	13.0
	3/24/2015	8.0
	3/26/2015	9.0
	3/28/2015	13.0
Total		653.0

Annapolis Valley District Health Authority

Soldiers Memorial Hospital

Month	Date	Hours Closed
April	4/10/2014	9.0
	4/12/2014	15.0
	4/21/2014	15.0
	4/26/2014	15.0
May	5/6/2014	15.0
	5/17/2014	15.0
	5/18/2014	27.0
June	6/21/2014	15.0
August	8/15/2014	12.0
February	2/21/2015	12.0
Total		150.0

Colchester East Hants Health Authority

Lillian Fraser Memorial Hospital

Month	Date	Hours Closed
July	7/18/2014	9.0
August	8/30/2014	4.0
November	11/29/2014	12.0
December	12/2/2014	10.0
	12/13/2014	12.0
	12/21/2014	12.0
January	1/17/2015	12.0
February	2/2/2015	12.0
Total		83.0

Cumberland Health Authority

All Saints Hospital		
Month	Date	Hours Closed
May	5/27/2014	1.0
	5/28/2014	12.0
June	6/28/2014	12.0
	6/29/2014	12.0
August	8/28/2014	12.0
September	9/1/2014	12.0
November	11/22/2014	12.0
January	1/8/2015	12.0
March	3/20/2015	12.0
	3/24/2015	12.0
TOTAL		109.0

North Cumberland Memorial Hospital		
Month	Date	Hours Closed
July	7/21/2014	2.5
September	9/26/2014	3.0
	12/1/2014	11.0
December	12/10/2014	12.0
January	1/1/2015	12.0
	1/2/2015	12.0
	1/21/2015	12.0
February	2/15/2015	12.0
	2/18/2015	12.0
	2/23/2015	12.0
Total		100.5

South Cumberland Community Care Centre		
Month	Date	Hours Closed
November	11/6/2014	12.0
January	1/2/2015	12.0
	1/5/2015	12.0
	1/7/2015	12.0
March	3/4/2015	12.0
	3/18/2015	12.0
	3/20/2015	12.0
	3/27/2015	12.0
	3/31/2015	12.0
Total		108.0

**Guysborough Antigonish Strait
Health Authority**

Strait Richmond Hospital		
Month	Date	Hours Closed
July	7/15/2014	12.0
	7/18/2014	12.0
September	9/2/2014	12.0
	9/3/2014	12.0
	9/4/2014	12.0
	9/5/2014	12.0
	9/16/2014	12.0
	9/17/2014	12.0
	9/18/2014	12.0
	9/24/2014	12.0
	9/25/2014	12.0
	9/26/2014	12.0
October	10/2/2014	12.0
	10/7/2014	12.0
	10/8/2014	12.0
	10/9/2014	12.0
	10/10/2014	12.0
	10/15/2014	12.0
	10/16/2014	12.0
	10/23/2014	12.0
November	11/6/2014	12.0
	11/10/2014	12.0
	11/17/2014	12.0
December	12/25/2014	24.0
	12/27/2014	36.0
	12/31/2014	15.0
Total		351.0

Eastern Memorial Hospital		
Month	Date	Hours Closed
July	7/28/2014	80.0
Total		80.0

Cape Breton District Health Authority

New Waterford Consolidated Hospital		
Month	Date	Hours Closed
April	4/5/2014	10.0
	4/26/2014	10.0
May	5/3/2014	10.0
	5/24/2014	10.0
July	7/28/2014	10.0
	7/31/2014	10.0
August	8/4/2014	10.0
	8/6/2014	10.0
	8/7/2014	10.0
	8/12/2014	10.0
September	9/4/2014	10.0
	9/26/2014	10.0
October	10/13/2014	10.0
November	11/1/2014	10.0
	11/3/2014	20.0
	11/5/2014	10.0
	11/8/2014	10.0
	11/11/2014	10.0
	11/12/2014	10.0
	11/18/2014	10.0
	11/22/2014	10.0
	11/25/2014	10.0
December	12/13/2014	10.0
	12/16/2014	10.0
	12/22/2014	12.0
	12/23/2014	12.0
	12/24/2014	14.0
	12/25/2014	22.0
	12/26/2014	10.0
	12/27/2014	10.0
	12/31/2014	12.0

January	1/1/2015	22.0
	1/2/2015	10.0
	1/3/2015	10.0
	1/5/2015	10.0
	1/15/2015	10.0
	1/17/2015	10.0
February	2/6/2015	2.0
	2/11/2015	10.0
March	3/17/2015	10.0
	3/26/2015	10.0
	3/28/2015	10.0
Total		456.0

Glace Bay Health Care Facility		
Month	Date	Hours Closed
April	4/2/2014	19.0
	4/3/2014	16.0
	4/6/2014	16.0
	4/9/2014	16.0
	4/10/2014	16.0
	4/11/2014	16.0
	4/16/2014	16.0
	4/17/2014	10.0
	4/19/2014	16.0
	4/23/2014	16.0
	4/24/2014	16.0
	4/20/2014	16.0
	4/26/2014	13.0
	4/27/2014	25.0
	4/28/2014	16.0
	4/29/2014	16.0

May	5/1/2014	40.0	September	9/2/2014	16.0	
	5/3/2014	40.0		9/6/2014	3.0	
	5/5/2014	16.0		9/17/2014	16.0	
	5/6/2014	16.0		9/22/2014	16.0	
	5/7/2014	16.0		9/23/2014	16.0	
	5/12/2014	16.0		9/25/2014	13.0	
	5/13/2014	16.0		9/28/2014	16.0	
	5/15/2014	16.0		October	10/1/2014	16.0
	5/16/2014	16.0			10/3/2014	16.0
	5/19/2014	16.0			10/4/2014	16.0
	5/21/2014	16.0			10/5/2014	16.0
	5/22/2014	16.0			10/7/2014	16.0
	5/23/2014	16.0			10/12/2014	16.0
	5/25/2014	16.0			10/13/2014	16.0
	5/26/2014	16.0			10/19/2014	16.0
	5/31/2014	7.0			10/23/2014	16.0
June	6/1/2014	18.0	10/29/2014		16.0	
	6/27/2014	16.0	November	11/1/2014	16.0	
July	7/1/2014	16.0		11/5/2014	16.0	
	7/2/2014	16.0		11/12/2014	16.0	
	7/16/2014	13.0		11/16/2014	16.0	
	7/24/2014	16.0		11/19/2014	16.0	
	7/29/2014	16.0		11/23/2014	16.0	
	7/31/2014	13.0		11/26/2014	16.0	
August	8/1/2014	16.0		11/28/2014	16.0	
	8/2/2014	15.0	11/29/2014	16.0		
	8/6/2014	7.0	December	12/1/2014	16.0	
	8/7/2014	16.0		12/4/2014	16.0	
	8/8/2014	16.0		12/8/2014	37.0	
	8/9/2014	3.0		12/10/2014	16.0	
	8/16/2014	6.0		12/11/2014	16.0	
	8/20/2014	16.0		12/22/2014	16.0	
	8/21/2014	16.0		12/23/2014	16.0	
	8/28/2014	16.0		12/24/2014	16.0	
		12/28/2014		16.0		
		12/29/2014		16.0		
		12/30/2014		16.0		
		12/31/2014		16.0		

January	1/1/2015	16.0
	1/12/2015	12.0
	1/22/2015	16.0
	2/3/2015	16.0
February	2/4/2015	16.0
	2/5/2015	16.0
	2/22/2015	16.0
	2/23/2015	16.0
	2/24/2015	16.0
March	3/1/2015	25.0
	3/2/2015	16.0
	3/3/2015	16.0
	3/8/2015	16.0
	3/11/2015	16.0
	3/13/2015	16.0
	3/16/2015	16.0
	3/23/2015	16.0
	3/24/2015	16.0
	Total	

Northside General Hospital		
Month	Date	Hours Closed
April	4/6/2014	16.0
	4/7/2014	10.0
	4/8/2014	10.0
	4/11/2014	16.0
	4/13/2014	50.0
	4/22/2014	16.0
	4/20/2014	16.0
	4/26/2014	40.0
May	5/2/2014	16.0
	5/3/2014	40.0
	5/5/2014	10.0
	5/9/2014	16.0
	5/10/2014	16.0
	5/16/2014	16.0
	5/19/2014	16.0
	5/23/2014	12.0
	5/25/2014	13.0
	5/26/2014	13.0
	5/27/2014	16.0
	5/28/2014	16.0
June	6/28/2014	7.0
July	7/1/2014	7.0
	7/14/2014	7.0
	7/16/2014	7.0
	7/17/2014	7.0
	7/19/2014	7.0
	7/20/2014	7.0
	7/22/2014	7.0
7/23/2014	7.0	
7/24/2014	7.0	
7/27/2014	7.0	

August	8/1/2014	7.0
	8/2/2014	7.0
	8/3/2014	7.0
	8/5/2014	7.0
	8/6/2014	7.0
	8/7/2014	7.0
	8/8/2014	14.0
	8/9/2014	7.0
	8/10/2014	7.0
	8/14/2014	7.0
	8/16/2014	7.0
	8/19/2014	7.0
	8/21/2014	7.0
	8/24/2014	7.0
	8/25/2014	7.0
	8/28/2014	7.0
	8/29/2014	7.0
8/30/2014	7.0	
September	9/1/2014	7.0
	9/5/2014	7.0
	9/6/2014	7.0
	9/14/2014	14.0
	9/19/2014	14.0
	9/20/2014	7.0
	9/26/2014	7.0
	9/27/2014	14.0
	9/28/2014	14.0
9/30/2014	14.0	

October	10/1/2014	14.0
	10/2/2014	7.0
	10/4/2014	7.0
	10/6/2014	7.0
	10/13/2014	7.0
	10/15/2014	7.0
	10/17/2014	7.0
	10/20/2014	7.0
	10/23/2014	7.0
	10/27/2014	7.0
10/28/2014	7.0	
November	11/1/2014	7.0
	11/2/2014	14.0
	11/3/2014	7.0
	11/7/2014	7.0
	11/8/2014	7.0
	11/10/2014	7.0
	11/15/2014	7.0
	11/16/2014	14.0
	11/19/2014	7.0
	11/23/2014	7.0
	11/24/2014	7.0
11/25/2014	6.0	
11/26/2014	14.0	
11/27/2014	14.0	
11/29/2014	7.0	
11/30/2014	7.0	
January	1/6/2015	3.0
Total		915.0

Victoria County Memorial Hospital		
Month	Date	Hours Closed
July	7/20/2014	13.0
October	10/12/2014	12.0
	10/22/2014	13.0
December	12/26/2014	10.0
Total		48.0

Capital District Health Authority

Twin Oaks Memorial Hospital		
Month	Date	Hours Closed
May	5/22/2014	12.0
July	7/2/2014	11.0
	7/5/2014	1.5
	7/6/2014	12.0
August	8/1/2014	11.0
September	9/21/2014	12.0
October	10/4/2014	10.0
	10/31/2014	12.0
November	11/17/2014	10.0
January	1/17/2015	12.0
	1/30/2015	9.5
February	2/5/2015	12.0
	2/17/2015	2.0
March	3/18/2015	12.0
Total		139.0

St. Anne Community & Nursing Care Centre

St. Anne Community & Nursing Care Centre		
Month	Date	Hours Closed
April	4/20/2014	46.0
	4/25/2014	22.0
	4/27/2014	24.0
May	5/2/2014	22.0
	5/4/2014	24.0
	5/9/2014	22.0
	5/11/2014	24.0
	5/16/2014	22.0
	5/18/2014	24.0
June	5/23/2014	22.0
	5/25/2014	24.0
	5/30/2014	22.0
	6/1/2014	24.0
	6/6/2014	22.0
	6/8/2014	24.0
September	6/13/2014	70.0
	6/20/2014	22.0
	6/22/2014	24.0
	6/27/2014	22.0
	6/29/2014	24.0
	9/2/2014	12.0
	9/16/2014	12.0
	9/17/2014	12.0
	9/18/2014	12.0
	9/24/2014	12.0
9/25/2014	12.0	
9/26/2014	12.0	

October	10/2/2014	12.0
	10/7/2014	12.0
	10/8/2014	12.0
	10/9/2014	12.0
	10/10/2014	12.0
	10/15/2014	12.0
	10/16/2014	12.0
	10/23/2014	12.0
November	11/6/2014	12.0
	11/10/2014	12.0
	11/17/2014	12.0
	11/28/2014	4.0
December	12/19/2014	4.0
	12/23/2014	4.0
	12/25/2014	48.0
	12/28/2014	2.0
	12/30/2014	4.0
	12/31/2014	27.0
January	1/6/2015	2.0
	1/15/2015	10.0
	1/21/2015	10.0
	1/22/2015	10.0
	1/29/2015	10.0
March	3/3/2015	10.5
	3/6/2015	5.5
	3/19/2015	4.0
Total		901.0