

Annual Accountability Report

On Emergency Departments

April 1, 2016 - March 31, 2017



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Accountability Statement

The Annual Accountability Report on Emergency Departments for the fiscal year ending March 31, 2017, is prepared pursuant to Section 6 of the Emergency Department Accountability Act. This Act requires that the District Health Authorities (now NSHA) 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 hospitals in the province have established hours of operation that are different than 24/7. Hours that these facilities are not opened are considered scheduled hours of closure and were established after consultation with their communities.

Emergency department closures that are unpredictable and unplanned are considered temporary closures. These were a result of emergency department staff (nurses, physicians or paramedics) unavailability. In 2016/2017, fourteen hospitals experienced temporary closures.

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 NSHA and IWK Health Centre in Nova Scotia between April 1, 2016 and March 31, 2017.



Randy Delorey
MLA, Minister of Health and Wellness

Emergency Care in Nova Scotia

Emergency departments (EDs) in Nova Scotia (see Appendix 1) are an integral part of the health care system, providing rapid assessment and management of patients with unexpected illness or injury requiring emergency care.

Health human resources supply management is an important part of health service delivery. In 2016/17, temporary ED closures were the result of nursing, physician and paramedic unavailability. For specific dates of closure see Appendix 3.

The NSHA's vision for its Emergency Program of Care (EPoC) is one responsive, effective and integrated network of emergency health care, with many access points, and a single collective mission. That mission is to improve patient outcomes by ensuring that all Nova Scotians have timely access to high quality Emergency Health Care.

The EPoC has 3 priority directions for action:

1. System Design and Integration

- a. Provincial System Design and Integration committee created
- b. Categorization of ED defined based on international literature
- c. Increased integration with EHS transport and communication centre

2. Quality and standards (Provincial Quality Safety and Standards committee created)

- a. Provincial Key Performance Indicators were developed using Canadian Association of Emergency Physician targets report
- b. Consolidation of policies, procedures and care directives increasingly standardized across the province

3. Hospital/System Flow and operational efficiency

- a. ED Length of Stay of admitted patients report for all Regional hospitals allows benchmarking against national performance (recent CIHI report)
- b. Improved work with EHS top address ambulance offload component of the broader system capacity issues

EMERGENCY DEPARTMENT CLOSURES

Table 1 provides an overview of ED closure hours by zone, facility and facility type for 2016-17.

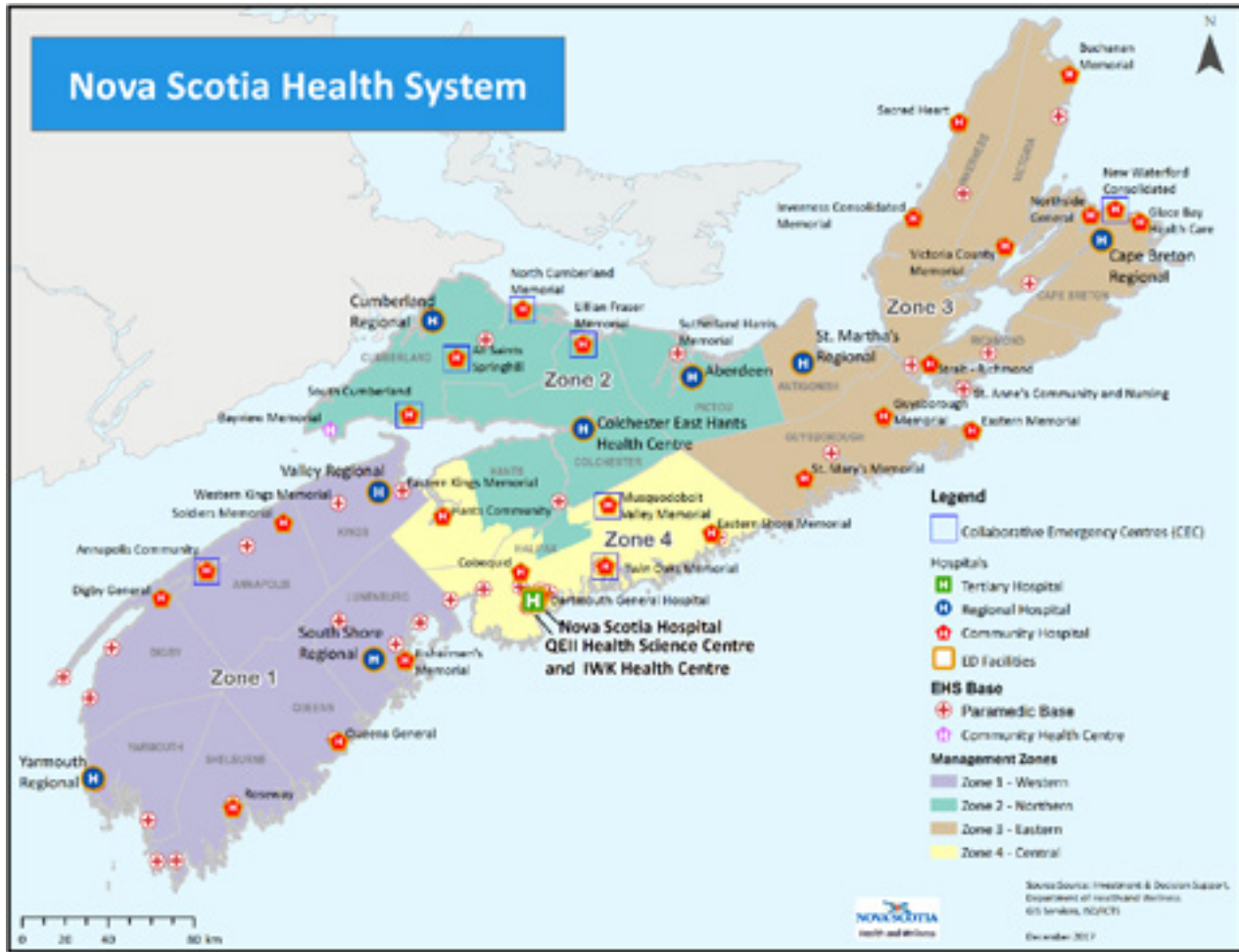
Table 1: 2016-17 ED Closure Hours by Zone, Facility and Facility Type

Zone	Facility Type	Facility Name	Hours of Closure (2016/17)		
			Temporary	Scheduled	Total
1	Regional	South Shore Regional Hospital	0.0	0.0	4,570.5
	Regional	Yarmouth Regional Hospital	0.0	0.0	
	Regional	Valley Regional Hospital	0.0	0.0	
	Community	Digby General Hospital	466.0	0.0	
	Community	Fishermen's Memorial Hospital	224.0	3285.0	
	Community	Roseway	421.0	0.0	
	Community	Soldiers Memorial Hospital	38.0	0.0	
	Community	Queens General Hospital	0.0	0.0	
	CEC	Annapolis Community Health Centre	136.5	0.0	
2	Regional	Colchester East Hants Health Centre	0.0	0.0	1,958.0
	Regional	Cumberland Regional Health Care Centre	0.0	0.0	
	Regional	Aberdeen Hospital	0.0	0.0	
	CEC	All Saints Springhill Hospital	1077.0	0.0	
	CEC	North Cumberland Memorial Hospital	182.5	0.0	
	CEC	South Cumberland Community Care Centre	288.0	0.0	
	CEC	Lillian Fraser Memorial Hospital	410.5	0.0	
3	Regional	Cape Breton Regional Hospital	0.0	0.0	11,929.0
	Regional	St. Martha's Regional Hospital	0.0	0.0	
	Community	Eastern Memorial Hospital	0.0	0.0	
	Community	Guysborough Memorial Hospital	0.0	0.0	
	Community	St. Anne Community & Nursing Care Centre	470.0	0.0	
	Community	St. Mary's Memorial Hospital	0.0	0.0	
	Community	Strait Richmond Hospital	0.0	0.0	
	Community	Buchanan Memorial Health Centre	0.0	0.0	
	Community	Glace Bay Health Care Facility	888.5	0.0	
	Community	Inverness Consolidated Memorial Hospital	0.0	0.0	
	Community	Victoria County Memorial Hospital	0.0	0.0	
	Community	Northside General Hospital	173.0	6205.0	
	Community	Sacred Heart Community Health Centre	0.0	0.0	
CEC	New Waterford Consolidated Hospital	545.5	3647.0		
4	Tertiary	QEII Health Sciences Centre	0.0	0.0	6,667.0
	Regional	Dartmouth General Hospital	0.0	0.0	
	Community	Cobequid	0.0	2190.0*	
	Community	Eastern Shore Memorial Hospital	0.0	0.0	
	Community	Hants Community Hospital	0.0	0.0	
	CEC	Musquodoboit	0.0	4380.0	
	CEC	Twin Oaks Memorial Hospital	97.0	0.0	
IWK	Tertiary	IWK Health Centre	0.0	0.0	0.0
	TOTAL		5,417.5	19,707.0	25,124.5

*Scheduled closure hours for Cobequid have been included in the 2016-17 report, but are not considered an increase in scheduled closure hours (compared to 2015-16) as Cobequid has never operated on a 24/7 schedule.

Appendix 1: Map of Nova Scotia's Emergency Departments

The following table illustrates EDs across the province:



Appendix 2: Hours of Operation and Collaborative Emergency Centres

HOURS OF OPERATION

There are 313,538 scheduled open hours across 38 EDs in Nova Scotia annually.

Three EDs have established regular hours of operation that are less than 24/7 to provide consistent access to safe and quality care. These hours were implemented because of reasonable proximity to a higher level of ED care:

EMERGENCY DEPARTMENT	HOURS OF OPERATION
Fishermen's Memorial Hospital	Open daily from 7:30 am to 10:30 pm
Northside General Hospital	Beginning in December 2014, open daily from 8:00 am to 4:00 pm
Cobequid Community Health Center	Open daily from 7:00 am to 12:00 am

COLLABORATIVE EMERGENCY CENTRES

CECs provide a non-physician model of care overnight and 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. As of March 31, 2016, there are eight facilities across the province that have implemented this model of care.

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

There are currently 2 CECs that do not operate on a 24/7 schedule:

EMERGENCY DEPARTMENT	HOURS OF OPERATION
Musquodoboit	Open daily from 8:00 am to 8:00 pm
New Waterford Consolidated Hospital	Open Tuesday to Saturday 7:00 am to 5:00 pm. The Mobile Care Team also operates Tuesday to Saturday 7:00 pm to 7:00 am

Appendix 3: Temporary ED Closure Hours and Public Consultations by Zone

Where an emergency department of a health authority has experienced an ongoing pattern of closure of the emergency department in the last fiscal year, the health authority shall consult with the community served by the emergency department as part of the consultations conducted in accordance with its next public engagement plan as defined by the Health Authorities Act.

The following consultations were conducted based on facilities that experienced an ongoing pattern of closures (temporary).

ZONE 1 - WESTERN ZONE

FACILITY	HOURS OF TEMPORARY
Digby General Hospital	466.0 hours
Fishermen's Memorial Hospital	224.0 hours
Roseway Hospital	421.0 hours
Soldiers Memorial Hospital	38.0 hours
Annapolis Community Health Centre	136.5 hours
Total	1,285.5

Public Consultation #1

Date/Time	Community	Chair/Speakers	Attendance (approx.)
Sept 26, 2016	Digby	<ul style="list-style-type: none"> Joanne Wentzell (Primary Care, NSHA) Dr. Crystal Todd (Primary Care, NSHA) Hubert d'Entremont (Site Manager) 	Community reps from Foundation/ Local Municipal Councils/Weymouth Area Rep as well as Bear River Rep
Summary Of Discussion: <ul style="list-style-type: none"> Focus of the discussion was on access to primary care with standard messaging advising how to receive care in the event of an ED closure. 			

Public Consultation #2

Date/Time	Community	Chair/Speakers	Attendance (approx.)
Various	Shelburne	Jodi Ybarra, Site Manager	NSHA, DHW, TIR
Summary Of Discussion: <ul style="list-style-type: none"> Focus of discussion was around the future of Roseway Hospital, including ED closures and primary care physician recruitment challenges. Presentations included ED data, information on the Shelburne clinic project, and local recruitment strategies aligned with the provincial resource planning and operational structures. 			
Western Zone ACTION (specific to Emergency Departments): <ul style="list-style-type: none"> Newsletters have been initiated in response to the need for public information sharing Opportunities continue for public conversation with the Site Manager 			

ZONE 2 - NORTHERN ZONE

FACILITY	HOURS OF TEMPORARY
All Saints Springhill Hospital	1,041.0 hours
Lillian Fraser Memorial Hospital	410.5 hours
North Cumberland Memorial Hospital	158.5 hours
South Cumberland Community Care Centre	192.0 hours
Total	1,802 hours

Public Consultation #1

Date/Time	Community	Chair/Speakers	Attendance (approx.)
Dec 5, 2016	Springhill	Host: Local MLA Speakers included: <ul style="list-style-type: none"> • Cheryl Northcott (ED, Operations, NZ, NSHA) • Dr. Nicole Boutilier (ED, Medical, NZ, NSHA) • Dr. Bill Lowe (Department Head, Family Medicine) • Duane MacInnis (Primary Health Care Director) 	200
<p>Summary Of Discussion:</p> <ul style="list-style-type: none"> • Discussed residents' concerns about health care services in Springhill. Issues raised included: role/future for All Saints Springhill Hospital, access to primary health care, physician recruitment, and CEC closures 			
<p>Northern Zone ACTION (specific to Emergency Departments):</p> <ul style="list-style-type: none"> • Continued development of primary health care teams • Physician recruitment continues 			

Public Consultation #2

Date/Time	Community	Chair/Speakers	Attendance (approx.)
Jan, 5, 2017	Amherst	Host: Minister of Health and Wellness Speakers included: <ul style="list-style-type: none"> • Lindsay Peach (VP, NSHA) 	200
<p>Summary Of Discussion:</p> <ul style="list-style-type: none"> • Discussed residents' concerns about health care services in Amherst and Cumberland County. Issues raised included: role/future for Cumberland Regional Health Care Centre, access to primary health care, physician recruitment, home care services, long term care 			
<p>Northern Zone ACTION (specific to Emergency Departments):</p> <ul style="list-style-type: none"> • Physician recruitment continues • Support further development of primary health care 			

ZONE 3 - EASTERN ZONE

FACILITY	HOURS OF TEMPORARY ED CLOSURES
Glace Bay Health Care Facility	888.5 hours
Northside General Hospital	173 hours
St. Anne Centre	470 hours
New Waterford Consolidated Hospital	545.5 hours
Total	2,077 hours

Public Consultation #1

Date/Time	Community	Chair/Speakers	Attendance (approx.)
May 11, 2016	Buchanan Memorial	<ul style="list-style-type: none"> Mary Lou O'Neill (Executive Director Operations, NSHA Eastern Zone) Dr. Jeremy Hillyard (Medical Executive Director, NSHA Eastern Zone) 	20
<p>Summary Of Discussion:</p> <ul style="list-style-type: none"> Recruitment of two new physicians has generated positive feedback Spending money on shared supplies/inventory may lead to cost reduction (operations) Exchanging RNs between the Buchanan Memorial ED and the Cape Breton Regional ED is seen to be very positive. Inter-professional simulation completed (EHS included) – positive feedback received. Continuing Care policy change regarding International Normalized Ratio (INR) impacting patients and EDs 			
<p>Eastern Zone ACTION (specific to Emergency Departments):</p> <ul style="list-style-type: none"> Inventory sharing is in place The Zone Medical Executive Director moved implication of INR policy change to tables where changes occurred 			

Public Consultation #2

Date/Time	Community	Chair/Speakers	Attendance (approx.)
June 21, 2016	Cape Breton Regional Hospital	<ul style="list-style-type: none"> Mary Lou O'Neill (Executive Director Operations, NSHA Eastern Zone) Dr. Jeremy Hillyard (Medical Executive Director, NSHA Eastern Zone) 	100
<p>Summary Of Discussion:</p> <ul style="list-style-type: none"> Implications of 3B construction at New Waterford site and implications for beds at CBRH site, ED implications Family physician gap in the area (staff at CBRH are from various locations of residence) and the impact on the ED Socio economic impact on the patients/clients we see, impacts on ED Workload in Youth Mental Health Services as they relate to EDs 			
<p>Eastern Zone ACTION (specific to Emergency Departments):</p> <ul style="list-style-type: none"> Multiple groups involved in 3B relocation to CBRH explained process, along with planned care for New Waterford residents to mitigate the impact on ED. Completed in summer 2016 Sharing of information to the internal staff regarding: recruitment, physicians wanting to work differently (e.g. in teams), awareness of the 811 number, awareness of the long-standing practices that may see retirements and that there is an awareness of this for provincial planning Awareness that population health profiles have been created as a more formal part of the primary health care provincial planning Discussions have occurred with the IWK and NSHA Psychiatry regarding mental health service delivery challenges; this has also included staff at the Department of Community Services – no formal group 			

Public Consultation #3

Date/Time	Community	Chair/Speakers	Attendance (approx.)
May 4, 2016	Eastern Memorial	<ul style="list-style-type: none"> Mary Lou O'Neill (Executive Director Operations, NSHA Eastern Zone) Dr. Jeremy Hillyard (Medical Executive Director, NSHA Eastern Zone) 	Staff and Physicians on site that day
Summary Of Discussion: <ul style="list-style-type: none"> Grateful for primary health care/ED capital build infrastructure 			
Eastern Zone ACTION (specific to Emergency Departments): <ul style="list-style-type: none"> Infrastructure project completed 			

Public Consultation #4

Date/Time	Community	Chair/Speakers	Attendance (approx.)
May 30, 2016	Glace Bay	<ul style="list-style-type: none"> Mary Lou O'Neill (Executive Director Operations, NSHA Eastern Zone) Dr. Jeremy Hillyard (Medical Executive Director, NSHA Eastern Zone) 	20 + walkabout
Summary Of Discussion: <ul style="list-style-type: none"> Implications without an internist on site every day; patient transfer acuity sometimes an issue Discussion on unattached patients and implications for continuum of care Ambulance bay ED/infrastructure ED 			
Eastern Zone ACTION (specific to Emergency Departments): <ul style="list-style-type: none"> Safety Improvement Management System (SIMS) reports to be filed when transfer acuity if a concern Zone Medical Executive Director updated the group on recruitment efforts Infrastructure concerns moved to engineering lead in the zone – site visits have occurred Addressing Occupational Health & Safety concerns re: flooring in ED washroom have been completed 			

Public Consultation #5

Date/Time	Community	Chair/Speakers	Attendance (approx.)
May 4, 2016	Guysborough	<ul style="list-style-type: none"> Mary Lou O'Neill (Executive Director Operations, NSHA Eastern Zone) Dr. Jeremy Hillyard (Medical Executive Director, NSHA Eastern Zone) 	10
Summary Of Discussion: <ul style="list-style-type: none"> EHS situation remains the same (one ambulance for Guysborough corridor; if on transport back up is the issue). Discussion item only, no action taken Physician recruitment 			
Eastern Zone ACTION (specific to Emergency Departments): <ul style="list-style-type: none"> Physician recruitment issue prioritized 			

Public Consultation #6

Date/Time	Community	Chair/Speakers	Attendance (approx.)
May 4, 2016	Guysborough	<ul style="list-style-type: none"> Mary Lou O'Neill (Executive Director Operations, NSHA Eastern Zone) Dr. Jeremy Hillyard (Medical Executive Director, NSHA Eastern Zone) 	20 + walkabout
Summary Of Discussion: <ul style="list-style-type: none"> Physician back up when on 24 hour call 			
Eastern Zone ACTION (specific to Emergency Departments): <ul style="list-style-type: none"> Discussions took place between the Site Chief and Zone Medical Executive Director on physician back up when on 24-hour call. 			

Public Consultation #7

Date/Time	Community	Chair/Speakers	Attendance (approx.)
May 9, 2016	Sacred Heart Hospital	<ul style="list-style-type: none"> Mary Lou O'Neill (Executive Director Operations, NSHA Eastern Zone) Dr. Jeremy Hillyard (Medical Executive Director, NSHA Eastern Zone) 	Walkabout
Summary Of Discussion: <ul style="list-style-type: none"> Continuing Care issue around INR standards and the impact they are having on the ED 			
Eastern Zone ACTION (specific to Emergency Departments): <ul style="list-style-type: none"> The INR policy was clarified/changed to reflect new practice 			

Public Consultation #8

Date/Time	Community	Chair/Speakers	Attendance (approx.)
May 30, 2016	New Waterford	<ul style="list-style-type: none"> Mary Lou O'Neill (Executive Director Operations, NSHA Eastern Zone) Dr. Jeremy Hillyard (Medical Executive Director, NSHA Eastern Zone) 	20
Summary Of Discussion: <ul style="list-style-type: none"> Family Physician recruitment implication for ED Need for community health center 			
Eastern Zone ACTION (specific to Emergency Departments): <ul style="list-style-type: none"> Update from Zone Medical Executive Director on status of physician recruitment Update on community health center planning process done 			

Public Consultation #9

Date/Time	Community	Chair/Speakers	Attendance (approx.)
May 16, 2016	North Sydney	<ul style="list-style-type: none"> Mary Lou O'Neill (Executive Director Operations, NSHA Eastern Zone) Dr. Jeremy Hillyard (Medical Executive Director, NSHA Eastern Zone) 	20
Summary Of Discussion: <ul style="list-style-type: none"> Skill mix of new RNs in ED Socio Economic impact on residents seen for care Maternity leaves: staffing concern 			
Eastern Zone ACTION (specific to Emergency Departments): <ul style="list-style-type: none"> Summer 2016 plan regarding the ED/staff moved around industrial CB ED sites to stabilize the skill mix Patient Flow for Zone has been involved in cases at Northside General Hospital, specifically around patients who are homeless 			

Public Consultation #10

Date/Time	Community	Chair/Speakers	Attendance (approx.)
June 29, 2016	St. Mary's Memorial Hospital	<ul style="list-style-type: none"> Mary Lou O'Neill (Executive Director Operations, NSHA Eastern Zone) Dr. Jeremy Hillyard (Medical Executive Director, NSHA Eastern Zone) 	Walkabout - 1:1 with Site Physician Chief and Foundation Chair
Summary Of Discussion: <ul style="list-style-type: none"> Concern about pending Site Lead retirement 			
Eastern Zone ACTION (specific to Emergency Departments): <ul style="list-style-type: none"> Site lead covering two sites now ED moves completed 			

Public Consultation #11

Date/Time	Community	Chair/Speakers	Attendance (approx.)
May 27, 2016	Strait Richmond Hospital	<ul style="list-style-type: none"> Mary Lou O'Neill (Executive Director Operations, NSHA Eastern Zone) Dr. Jeremy Hillyard (Medical Executive Director, NSHA Eastern Zone) 	15 + walkabout + physicians
Summary Of Discussion: <ul style="list-style-type: none"> Strait Richmond Hospital and the St. Anne Community & Nursing Care Centre working on ED coverage (so both are not closed at the same time) 			
Eastern Zone ACTION (specific to Emergency Departments): <ul style="list-style-type: none"> Zone Medical Executive Director with Site Chief to focus more attention to ED schedule 			

Public Consultation #12

Date/Time	Community	Chair/Speakers	Attendance (approx.)
May 27, 2016	Victoria County Memorial Hospital	<ul style="list-style-type: none"> Mary Lou O'Neill (Executive Director Operations, NSHA Eastern Zone) Dr. Jeremy Hillyard (Medical Executive Director, NSHA Eastern Zone) 	10
<p>Summary Of Discussion:</p> <ul style="list-style-type: none"> Patient flow from North Sydney impacting workload in the Victoria County Memorial Hospital ED. Public education around transition plans for physician retirements. 			
<p>Eastern Zone ACTION (specific to Emergency Departments):</p> <ul style="list-style-type: none"> Data collection to validate flow pattern changes to ED by county of residence. 			

ZONE 4 - CENTRAL ZONE

FACILITY	HOURS OF TEMPORARY ED CLOSURES
Twin Oaks Memorial Hospital	97 hours
Total	97 hours

Although Isolated closures took place at Twin Oaks Memorial Hospital, the number of closure hours was not considered an 'ongoing pattern of ED closures' as defined by the Health Authorities Act, eliminating the need for public consultations. Public concerns related to ED access could be raised and addressed through annual general meetings and as needed throughout the year.

Appendix 4: Temporary ED Closures by Date and Hours Closed

(Reporting Period: April 1, 2016 – March 31, 2017)

ZONE 1

Digby General Hospital		
Month	Date	Hours Closed
April	4/4/2016	14.0
	4/21/2016	14.0
May	5/4/2016	14.0
	5/25/2016	14.0
June	6/29/2016	26.0
July	7/6/2016	14.0
	7/13/2016	14.0
	7/18/2016	14.0
	7/19/2016	14.0
	7/20/2016	14.0
	7/21/2016	14.0
	7/25/2016	14.0
	7/26/2016	14.0
	7/27/2016	26.0
August	8/17/2016	14.0
	8/18/2016	14.0
	8/24/2016	14.0
	8/31/2016	14.0
September	9/7/2016	14.0
	9/16/2016	14.0
November	11/16/2016	14.0
	11/29/2016	16.0
	11/30/2016	8.0
December	12/21/2016	12.0
	12/22/2016	6.0
	12/23/2016	8.0
	12/26/2016	6.0
	12/27/2016	8.0
	12/28/2016	14.0
February	2/6/2017	14.0
	2/15/2017	14.0
	2/22/2017	14.0
March	3/3/2017	14.0
	3/6/2017	14.0
Total		466

Fishermen's Memorial Hospital		
Month	Date	Hours Closed
April	4/12/2016	8.0
	4/16/2016	5.5
May	5/1/2016	5.5
June	6/25/2016	5.5
	6/26/2016	15.0
	6/30/2016	5.5
July	7/1/2016	8.5
	7/9/2016	8.5
	7/16/2016	15.0
	7/22/2016	7.0
	7/23/2016	5.5
	7/24/2016	5.5
	7/29/2016	8.5
	7/30/2016	8.5
	August	8/2/2016
8/2/2016		5.5
8/3/2016		10.0
8/5/2016		5.5
8/6/2016		5.5
8/7/2016		5.5
8/21/2016		5.5
8/26/2016		6.0
8/26/2016		3.0
September	9/3/2016	3.0
	9/22/2016	5.5
	9/24/2016	8.5
October	10/8/2016	4.5
November	11/19/2016	5.0
	11/27/2016	5.5
December	12/3/2016	5.5
	12/6/2016	15.0
January	1/6/2017	7.5
Total		224

Roseway Hospital		
Month	Date	Hours Closed
April	4/1/2016	14.0
	4/8/2016	14.0
	4/9/2016	14.0
	4/10/2016	14.0
	4/14/2016	2.0
	4/29/2016	14.0
May	5/8/2016	14.0
	5/9/2016	38.0
	5/16/2016	10.0
	5/21/2016	26.0
	5/22/2016	14.0
	5/27/2016	14.0
June	6/6/2016	26.0
July	7/1/2016	14.0
	7/10/2016	11.0
	7/16/2016	26.0
	7/31/2016	26.0
August	8/10/2016	11.0
	8/18/2016	37.0
September	9/10/2016	15.0
October	10/14/2016	14.0
November	11/19/2016	11.0
December	12/2/2016	14.0
January	1/27/2017	2.0
	1/28/2017	8.0
March	3/31/2017	18.0
Total		421.0

Annapolis Community Health Centre		
Month	Date	Hours Closed
May	5/15/2016	6.0
June	6/24/2016	6.0
	6/25/2016	16.0
July	7/12/2016	8.0
October	10/8/2016	12.0
November	11/25/2016	11.0
	11/26/2016	7.0
December	12/22/2016	12.0
February	2/3/2017	14.5
	2/4/2017	9.0
March	3/5/2017	14.5
	3/25/2017	5.5
	3/28/2017	15.0
Total		136.5

Soldiers' Memorial Hospital		
Month	Date	Hours Closed
July	7/23/2016	9.0
	7/28/2016	16.0
March	3/27/2017	13.0
Total		38.0

ZONE 2

All Saints Springhill Hospital		
Month	Date	Hours Closed
April	4/9/2016	12.0
	4/10/2016	12.0
May	5/9/2016	12.0
	5/12/2016	12.0
	5/13/2016	12.0
	5/17/2016	12.0
	5/18/2016	12.0
	5/20/2016	12.0
	5/24/2016	12.0
	5/27/2016	12.0
June	6/6/2016	12.0
	6/20/2016	12.0
September	9/15/2016	12.0
	9/18/2016	12.0
October	10/19/2016	12.0
	10/20/2016	12.0
	10/22/2016	12.0
	10/23/2016	12.0
	10/24/2016	12.0
	10/25/2016	12.0
	10/26/2016	12.0
	10/28/2016	12.0
10/31/2016	12.0	
November	11/2/2016	12.0
	11/3/2016	12.0
	11/4/2016	12.0
	11/5/2016	12.0
	11/6/2016	12.0
	11/14/2016	12.0
	11/15/2016	12.0
	11/16/2016	12.0
	11/17/2016	12.0
	11/18/2016	12.0
	11/20/2016	12.0
	11/21/2016	12.0
November	11/22/2016	12.0
	11/24/2016	12.0
	11/25/2016	12.0
	11/26/2016	12.0
	11/27/2016	12.0
	11/29/2016	12.0
	11/30/2016	12.0
December	12/1/2016	13.0
	12/2/2016	7.0
	12/2/2016	12.0

Month	Date	Hours Closed
December	12/3/2016	12.0
	12/4/2016	12.0
	12/5/2016	12.0
	12/6/2016	12.0
	12/7/2016	12.0
	12/9/2016	12.0
	12/12/2016	12.0
	12/13/2016	12.0
	12/14/2016	12.0
	12/17/2016	1.0
	12/19/2016	12.0
	12/20/2016	12.0
	12/21/2016	12.0
	12/23/2016	12.0
	12/31/2016	4.0
January	1/1/2017	8.0
	1/23/2017	12.0
	1/28/2017	12.0
	1/29/2017	12.0
	1/30/2017	12.0
February	2/1/2017	12.0
	2/2/2017	12.0
	2/7/2017	12.0
	2/9/2017	12.0
	2/10/2017	12.0
	2/14/2017	12.0
	2/15/2017	12.0
	2/20/2017	12.0
	2/21/2017	12.0
	2/22/2017	12.0
2/23/2017	12.0	
2/28/2017	12.0	
March	3/2/2017	12.0
	3/3/2017	12.0
	3/6/2017	12.0
	3/9/2017	12.0
	3/13/2017	12.0
	3/14/2017	12.0
	3/16/2017	12.0
	3/18/2017	12.0
	3/19/2017	12.0
	3/20/2017	12.0
3/21/2017	12.0	
3/24/2017	12.0	
Total		1,077

Lillian Fraser Memorial Hospital		
Month	Date	Hours Closed
April	4/1/2016	5.0
	4/22/2016	5.0
May	5/1/2016	12.0
	5/5/2016	12.0
June	6/17/2016	5.0
	6/25/2016	6.0
	6/26/2016	12.0
	6/28/2016	5.0
July	7/1/2016	5.0
	7/22/2016	2.0
	7/29/2016	5.0
	7/30/2016	12.0
	7/31/2016	12.0
August	8/5/2016	12.0
	8/12/2016	12.0
	8/20/2016	4.0
	8/21/2016	12.0
	8/26/2016	12.0
September	9/1/2016	12.0
	9/3/2016	12.0
	9/16/2016	4.0
	9/25/2016	12.0
	9/27/2016	12.0
	9/30/2016	12.0

Month	Date	Hours Closed
October	10/23/2016	12.0
	10/29/2016	12.0
November	11/18/2016	4.0
	11/29/2016	4.0
December	12/2/2016	7.0
	12/9/2016	1.0
	12/10/2016	7.0
	12/16/2016	4.0
	12/26/2016	12.0
	12/27/2016	12.0
	12/29/2016	12.0
12/31/2016	12.0	
January	1/1/2017	12.0
	1/6/2017	2.5
	1/24/2017	12.0
February	2/3/2017	12.0
	2/22/2017	12.0
	2/26/2017	12.0
	2/28/2017	12.0
March	3/14/2017	12.0
	3/19/2017	5.0
	3/29/2017	6.0
Total		410.5

North Cumberland Memorial Hospital		
Month	Date	Hours Closed
June	6/22/2016	12.0
	6/27/2016	12.0
August	8/8/2016	12.0
December	12/14/2016	12.0
	12/30/2016	12.0
January	1/4/2017	12.0
	1/5/2017	12.0
	1/31/2017	9.5
February	2/2/2017	12.0
	2/3/2017	12.0
	2/8/2017	12.0
March	3/8/2017	5.0
	3/13/2017	12.0
	3/14/2017	12.0
Total		182.5

South Cumberland Community Care Centre		
Month	Date	Hours Closed
April	4/1/2016	12.0
	4/12/2016	12.0
	4/18/2016	12.0
	4/20/2016	12.0
	4/27/2016	12.0
May	5/18/2016	12.0
	5/20/2016	12.0
	5/25/2016	12.0
June	6/15/2016	12.0
	6/17/2016	12.0
June	9/9/2016	12.0
	9/12/2016	12.0
	9/26/2016	12.0
November	11/2/2016	12.0
Snovember	11/4/2016	12.0
March	3/10/2017	12.0
Total		288

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Glace Bay Health Care Facility		
Month	Date	Hours Closed
April	4/8/2016	16.0
	4/10/2016	16.0
	4/14/2016	16.0
	4/17/2016	13.0
	4/29/2016	16.0
	4/30/2016	16.0
May	5/6/2016	16.0
	5/11/2016	16.0
	5/27/2016	16.0
June	6/3/2016	16.0
	6/5/2016	16.0
	6/6/2016	16.0
	6/7/2016	16.0
	6/8/2016	16.0
	6/9/2016	16.0
	6/10/2016	16.0
	6/18/2016	16.0
July	7/23/2016	11.5
August	8/8/2016	13.0
September	9/2/2016	13.0
	9/4/2016	24.0
	9/5/2016	16.0
	9/7/2016	16.0
	9/10/2016	16.0
	9/18/2016	13.0
October	10/2/2016	16.0
	10/6/2016	16.0
	10/8/2016	16.0
	10/11/2016	16.0
	10/16/2016	9.0
	10/17/2016	7.0
	10/28/2016	9.0
	10/29/2016	7.0
November	11/6/2016	9.0
	11/7/2016	7.0
December	12/4/2016	9.0
	12/5/2016	7.0
	12/5/2016	9.0
	12/6/2016	7.0

Month	Date	Hours Closed
December	12/11/2016	9.0
	12/12/2016	7.0
	12/15/2016	9.0
	12/16/2016	7.0
	12/16/2016	9.0
	12/17/2016	7.0
	12/21/2016	13.0
	12/23/2016	9.0
	12/24/2016	7.0
	12/27/2016	9.0
	12/28/2016	7.0
	12/29/2016	9.0
	12/30/2016	7.0
	12/30/2016	9.0
January	1/1/2017	18.0
	1/2/2017	7.0
	1/2/2017	9.0
	1/3/2017	7.0
	1/3/2017	9.0
	1/4/2017	7.0
	1/7/2017	9.0
	1/8/2017	7.0
	1/22/2017	9.0
	1/23/2017	7.0
	1/24/2017	9.0
1/25/2017	7.0	
February	2/13/2017	9.0
	2/14/2017	7.0
	2/15/2017	13.0
	2/17/2017	13.0
March	3/12/2017	9.0
	3/13/2017	7.0
	3/15/2017	9.0
	3/16/2017	7.0
	3/16/2017	9.0
	3/17/2017	24.0
	3/18/2017	7.0
	3/21/2017	9.0
3/22/2017	7.0	
Total		888.5

Northside General Hospital		
Month	Date	Hours Closed
April	4/3/2016	7.0
	4/9/2016	7.0
	4/10/2016	7.0
May	5/9/2016	7.0
	5/15/2016	7.0
	5/29/2016	7.0
June	6/4/2016	7.0
	6/5/2016	7.0
July	7/17/2016	7.0
August	8/28/2016	7.0
September	9/2/2016	7.0
	9/3/2016	7.0
	9/11/2016	7.0
November	11/5/2016	7.0
December	12/4/2016	7.0
	12/12/2016	7.0
	12/18/2016	7.0
	12/19/2016	7.0
January	1/2/2017	7.0
March	3/11/2017	7.0
	3/11/2017	4.0
	3/12/2017	8.0
	3/14/2017	7.0
	3/15/2017	7.0
	3/17/2017	7.0
Total		173

St. Anne Centre		
Month	Date	Hours Closed
April	4/19/2016	3.0
May	5/18/2016	10.0
	5/20/2016	4.0
	5/21/2016	4.0
June	6/3/2016	2.0
	6/17/2016	2.0
	6/26/2016	12.0
July	7/10/2016	10.0
	7/17/2016	10.0
	7/24/2016	10.0
	7/31/2016	10.0
August	8/7/2016	10.0
	8/10/2016	12.0
	8/14/2016	24.0
	8/15/2016	24.0
	8/16/2016	24.0
	8/17/2016	24.0
	8/18/2016	24.0
	8/19/2016	24.0
	8/20/2016	24.0
	8/21/2016	19.0
	8/28/2016	10.0
	8/29/2016	12.0
	8/30/2016	12.0
September	9/3/2016	12.0
	9/6/2016	12.0
	9/8/2016	12.0
	9/8/2016	12.0
October	10/5/2016	4.0
December	12/23/2016	12.0
	12/24/2016	24.0
	12/25/2016	24.0
February	2/15/2017	7.0
	2/16/2017	24.0
	2/17/2017	7.0
Total		470

New Waterford Consolidated Hospital		
Month	Date	Hours Closed
April	4/6/2016	10.0
	4/12/2016	10.0
	4/13/2016	10.0
	4/14/2016	10.0
	4/16/2016	10.0
	4/27/2016	10.0
	4/27/2016	3.5
	4/30/2016	10.0
	May	5/5/2016
5/6/2016		10.0
5/10/2016		10.0
5/14/2016		10.0
5/28/2016		10.0
June	6/10/2016	10.0
	6/11/2016	10.0
	6/15/2016	10.0
	6/17/2016	10.0
July	7/1/2016	10.0
	7/2/2016	10.0
	7/9/2016	10.0
	7/15/2016	10.0
	7/16/2016	10.0
August	8/2/2016	10.0
	8/3/2016	10.0
	8/6/2016	10.0
	8/9/2016	10.0
	8/11/2016	10.0
September	8/16/2016	10.0
	8/30/2016	10.0
	9/6/2016	10.0
September	9/6/2016	5.0
	9/7/2016	7.0
September	9/7/2016	10.0
	9/9/2016	10.0
	9/10/2016	10.0
	9/16/2016	10.0
	9/24/2016	10.0

Month	Date	Hours Closed
October	10/1/2016	10.0
	10/8/2016	10.0
	10/28/2016	10.0
November	11/1/2016	10.0
	11/4/2016	10.0
	11/8/2016	10.0
	11/12/2016	10.0
	11/18/2016	10.0
	11/22/2016	10.0
December	12/1/2016	10.0
	12/3/2016	10.0
	12/9/2016	10.0
	12/16/2016	10.0
January	1/7/2017	10.0
	1/14/2017	10.0
February	2/11/2017	10.0
	2/15/2017	10.0
March	3/24/2017	10.0
	3/31/2017	10.0
Total		545.5

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Twin Oaks Memorial Hospital		
Month	Date	Hours Closed
May	5/23/2016	12.0
July	7/28/2016	12.0
	7/31/2016	12.0
August	8/5/2016	3.0
	8/11/2016	12.0
	8/25/2016	4.0
September	8/26/2016	6.0
	9/2/2016	12.0
December	12/3/2016	12.0
March	3/15/2017	12.0
Total		97.0

