



INTEGRATED CAPACITY MANAGEMENT (ICM)

Empowering Employees, Improving Healthcare!



FREQUENTLY ASKED QUESTIONS

Version March 2022

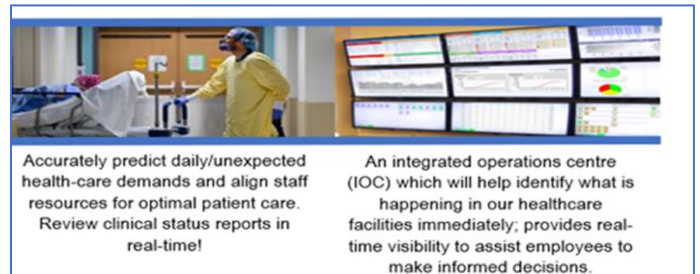


WHAT IS INTEGRATED CAPACITY MANAGEMENT (ICM)?

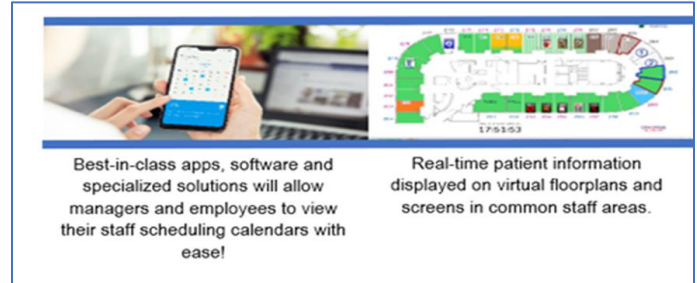
- ICM is a new set of integrated technical/clinical solutions that will transform operations within acute and long-term care facilities in Newfoundland and Labrador, ensuring our health-care system has the right people in the right place at the right time.
- With seamless technical integration capability and an ability to provide a strategic view of patient acuity, ICM will focus on improving patient flow, and in turn, optimize our employees' abilities and time to contribute to patient care. ICM empowers an ability to work efficiently with information for decision-making at the fingertips of the employees who need it.

➤ Key ICM objectives include:

- ✓ Improving quality outcomes,
- ✓ clinical effectiveness,
- ✓ operational efficiency, and
- ✓ financial performance.



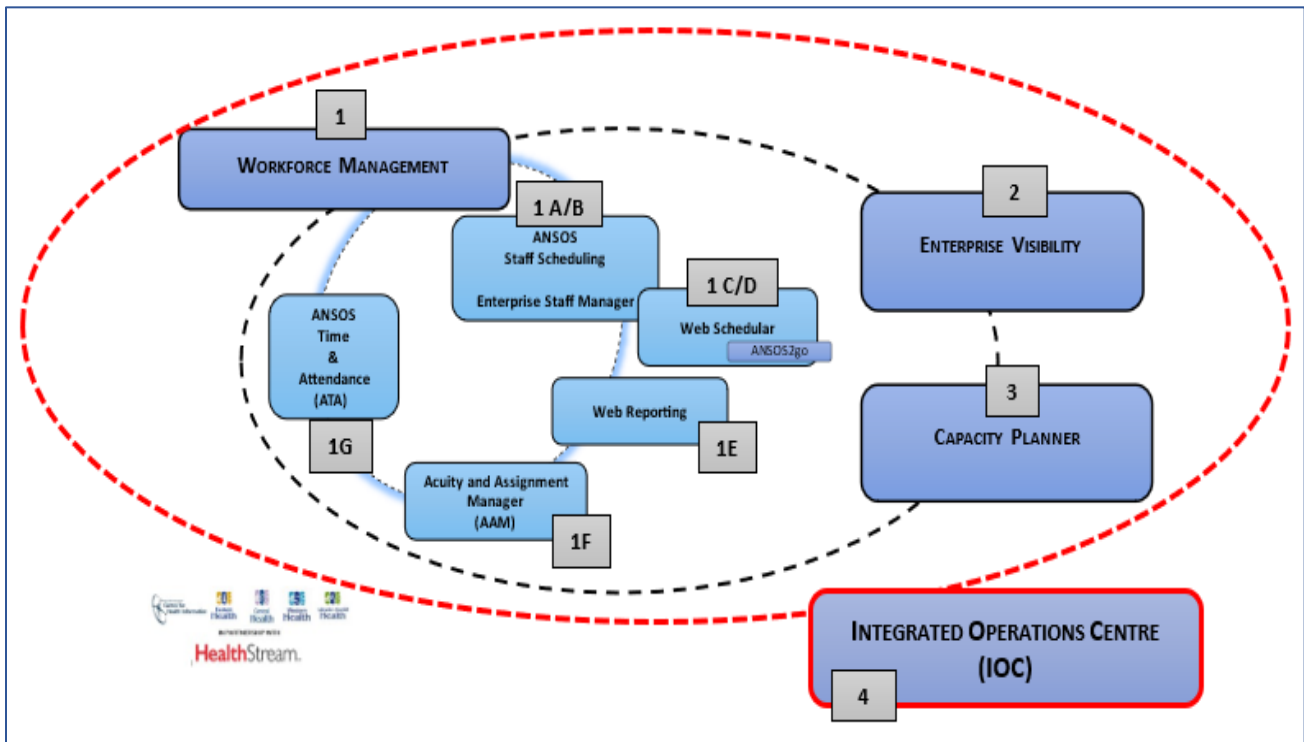
- The goal of ICM is to help create and maintain a healthy and sustainable health-care system, which will result in positive patient outcomes and a more satisfied and healthier workforce.



WHAT ARE THE FOUR ICM SOLUTIONS?

- The ICM system will provide four key deliverables (see Diagram ‘ICM1.0’ below). Three are unique technical solutions with their own set of products, while the fourth is conceptual and joins the solutions together.
- These four solutions form an ICM system that will allow the four Regional Health Authorities (RHAs) to support day-to-day activities and manage capacity across their sites through system efficiencies that support clinical staff, physicians, management, and support services in providing client care.

Diagram ICM1.0



ICM SOLUTION:	DIAGRAM ICM1.0	ICM SOLUTION FEATURES:
WORKFORCE MANAGEMENT	1	This system delivers acuity-based scheduling, time and attendance, and workforce management through a suite of products.
<i>ANSOS STAFFING SCHEDULING</i>	1A	Enterprise productivity management system that will help achieve superior patient outcomes by balancing clinical needs with the personal and professional goals of staff.
<i>ENTERPRISE STAFF MANAGER</i>	1B	Allows managers to make informed decisions at unit, program or facility level based on scheduling rules, learnings, and patient acuity information.
<i>WEB SCHEDULER</i>	1C	Electronic scheduling software tool.
<i>ANSOS2GO</i>	1D	Scheduling application for mobile devices.
<i>WEB REPORTING</i>	1E	Web-based tool summarizing/reporting on scheduling and staffing data.
<i>ACUITY & ASSIGNMENT MANAGER</i>	1F	Utilizes patient acuity to forecast staffing requirements, assignments based on skill mix and patient requirement and balance workload distribution.
<i>ANSOS TIME & ATTENDANCE</i>	1G	Technology that captures employee attendance in real-time (sign in/sign out).
ENTERPRISE VISIBILITY (EV)	2	EV is a visual control system providing a proactive approach to managing patient flow including finding appropriate beds, readying of beds, and monitoring the delivery of patient services.
CAPACITY PLANNER (CP)	3	CP is a web-based tool which uses robust analytics tools to forecasts patient demand and supports up-to-date information and analysis on short, medium, and long-term bed requirements and workforce needs.
INTEGRATED OPERATIONS CENTRE (IOC)	4	Each RHA will have A staffed IOC command center where applicable staff will access relevant information from across all the ICM solutions. It includes data and dashboards tracking patient flow, staffing, forecasting, and more to support informed decision making for more effective operations now and in the future.



HOW WILL ICM BENEFIT ME?

- ICM will support fair and equitable workload distributions and ensure quality patient care without overburdening our health-care employees.
- ICM is designed to support and empower employees and it will:
 - ✓ provide an ability to forecast real-time staffing using patient acuity and workload data,
 - ✓ allow for shared common goals; and
 - ✓ facilitate continuous opportunities for feedback and engagement.



HOW WILL ICM BENEFIT PATIENTS?

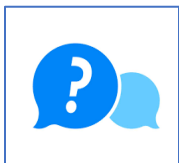
- ICM will assist improving a patient's journey through our provincial health-care system by providing patient-centric decision support and reporting.
- Long term ICM goals include:
 - ✓ reducing wait times
 - ✓ reducing length of stay
 - ✓ reducing alternate level of care (ALC) days
 - ✓ reducing hospital-acquired conditions
- This will be a true measure of our shared success together - *Empowering Employees, Improving Health care!*



WHEN IS ICM BEING IMPLEMENTED?

- Although recent events have led to delays for this project, the provincial project team is excited to announce its resumption, beginning with the data collection phase.

- The Health Sciences Centre and Janeway Children’s Health and Rehabilitation Centre have been identified as the ICM pilot site(s). Employees who work in inpatient acute care unit(s) and emergency department(s) at the ICM pilot site(s) began ICM training sessions in July 2021.
- All ICM provincial (and regional) project workstreams restarted February 11, 2022.
- Additional ICM pilot site(s) training sessions will be ongoing throughout 2022.
- The provincial ICM project team will be engaging directly with employees to provide input and collect feedback on the ICM pilot. Subject Matter Experts (SMEs) and Super Users are being identified to assist with technical/clinical data collection activities.
- As we move forward, significant consultation will occur with all bargaining units. An ICM Labour-Management forum has been established and meetings will occur monthly. This forum will be a means of seeking and exchanging information, advice and opinions between management, employees, unions and the provincial ICM project team.
- In time, all health-care employees across the province will benefit from ICM as it will be implemented in each of the RHAs. Further details about the roll-out plan to all RHAs (and applicable timelines) will be communicated in the future.



WHO IS IMPLEMENTING ICM?

- Achieving a sustainable health-care workforce is a priority for the Department of Health and Community Services (HCS), the four RHAs, and the Newfoundland and Labrador Centre for Health Information (NLCHI). In 2016, HSC established two committees to provide oversight for a Workforce Management System (WMS) Request for Proposals (RFP) evaluation process: a Provincial Steering Committee of senior leaders in HCS, RHAs, the Office of the Chief Information Officer, and NLCHI and, a Provincial Working Group of RHA and HCS representatives from human resources, information technology and finance. When the RFP closed in February 2017, Change Healthcare Canada (CHC, previously called Team Mindful Experience) was the successful bidder following an intensive review process by the RHAs.
- In November 2020, HealthStream, a market leader in health-care workforce scheduling business, successfully acquired CHC. HealthStream has a strong vision to improve the quality of health care by developing the people who deliver care. HealthStream’s brands include best-in-class apps, software, and specialized solutions to take people and organizations to the next level.
- The provincial ICM project team is a partnership between the four RHAs, NLCHI and HealthStream.



HAVE A QUESTION ABOUT ICM?

- You can reach the provincial ICM project team at any time by emailing each of the RHAs at the following addresses:

Eastern Health	corehealthnl@easternhealth.ca
Central Health	corehealthnl@centralhealth.nl.ca
Western Health	corehealthnl@westernhealth.nl.ca
Labrador-Grenfell Health	corehealthnl@lghealth.ca

- This is an initiative that we want to work towards in collaboration with employees/management- we look forward to work with you on this enormous transformational project!

Stay tuned for exciting updates and so much more!

Thank you,



**ICM
PROJECT
TEAM**

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