

WELCOME TO CAPITAL HEALTH PHYSICIAN ORIENTATION MANUAL



Capital Health



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Capital Health

Welcome to Capital Health!

You have joined Capital Health at a very exciting time. In early 2007, thousands of people – those within this organization as well as from the broader community – came together to embark upon an intense cultural transformation. During our journey of transformation, we are shifting our perspective as providers of patient care exclusively treating illness and injury to a world-leading haven for health, healing and learning. We are embracing a new role as learners committed to creating the conditions for the behavioral changes necessary – in us and in our communities – to achieve optimal health.

In so doing, we will become a world-leading haven for people-centered health, healing and learning.

Over the months and years ahead, you will play an important role in our transformation...[Our Promise](#) and [Our Declaration of Health](#). Our collective intention to honor the continuous commitment to make a difference in the lives of the 10,000 people who work at Capital Health as well as the 400,000 who live in the health district and the thousands more who arrive from around the region for tertiary and quaternary care is [Our Promise](#). [Our Declaration of Health](#) is our philosophy, our vision, our values, our belief system – everything that we are, believe, feel and do, and everything to which we aspire. It launches a new understanding that we are our community and our community includes us. Welcome to our community!



Capital Health

Welcome New Medical Staff from the District Medical Staff Association

Greetings from DMSA! We are delighted that you have chosen to come and work in this community and we would like to tell you about ourselves.

We exist to support, represent and communicate with physicians who work within the Capital Health. We support doctors in their working environment in all matters that govern the practice of medicine. We represent doctors to all official bodies that influence their working environment. We facilitate communication between Capital Health, doctors and the greater community.

DMSA has an elected executive consisting of a President, Vice-President, Secretary-Treasurer, Past – President, QEII Representative, Dartmouth Representatives and a Mental Health Representative. We have an Administrator who has an office in the VG hospital complex.

As an organization, we are working on improving communication at all levels and making sure that the voice of doctors is clearly heard at all decision making levels within the administrative structure. We are involved in developing the concept of co-management and helping doctors in developing their requirements to participate in this process.

We also feel that doctors have huge leadership roles in their areas of expertise and this relates not just to the practice of medicine, but also the academic requirements relating to teaching and research. These specialized skills need to be represented clearly as the Capital Health District carries a significant responsibility in this regard.

We are always open to dialogue and hope that you will look to us for help, guidance and suggestions with respect to any aspects of your life here.

Ken West
President

Website: <http://www.cdha.nshealth.ca/physicians/professional-associations>



Message from Integrated VP Research & Innovation and VP Medicine

It is an honor to be part of an Academic Health Sciences Centre in which Learning, Research and Innovation are valued as fundamental to living *Our Promise* of becoming a world leading haven for health, healing and learning. It is our strength as an Academic Health District that will help lead the development of our Vision and Strategy

***to live a culture and Spirit of Inquiry,
Learning and Teaching
and
to embed a Culture of Research at the point
of care.***

We are currently creating an International Centre of Excellence in health care training that will ensure that Learning and Research are broad based across all health disciplines and at all levels of staff across the District.

As a member of the Capital Health team, I welcome you and hope that you will have the opportunity to see for yourself the remarkable promise and extraordinary work Capital Health offers.

*Patrick McGrath, CM MD FRCSC|
Integrated Vice President Research &
Innovation*

Welcome to Capital Health! You have made an excellent decision in joining the premier academic District Health Authority in the Atlantic provinces.

We are proud of what we do here at Capital Health and we are equally proud of our teams of caring professionals, volunteers and staff who together are working to become a world leading haven of person centered health, healing and learning. To do this we have identified five strategic streams: ***transforming person-centred health care experience*** (by

making sure our patients and families are satisfied and care meets or exceeds their expectations); ***citizen and stakeholder engagement and accountability*** (we are open and accountable to the public); ***transformational leadership*** (enabling everyone at Capital Health to be a leader who can make a difference); ***innovating health and learning*** (integrated health teams deliver holistic care while developing new paradigms of knowledge creation and learning); and ***sustainability*** (safe healing spaces, safe equipment). As a new member of this team you will want to become familiar with these streams and understand where you have the greatest ability to make an impact.

You are joining a community of over 1000 physicians working within our facilities and in our communities who lead cutting edge research, actively share their knowledge and expertise with tomorrow's leaders and continually develop new and improved clinical expertise that will improve the health of our population and the experience of those we care for.

We have a vibrant Medical Staff Association and encourage all physicians to become involved and active within our organization.

Enjoy your Capital Health experience, get involved and help us on our journey to providing the best possible health care to our citizens!

*Steven Soroka, MD MBA CHE
Vice President, Medicine*

Our declaration of health



Health is among the most precious of our personal possessions. It is in health that we are best able to care for one another and contribute to a more vibrant, generous society. It is in health that we have the full capacity to pursue the possibilities and potential of our shared human experience.

We believe Capital Health comprises every person who lives within the district and every person from beyond who seeks our care, and that in our collective strength we can achieve many successes, face tough issues and make difficult decisions.

We believe every person has the right and the responsibility to achieve their individual optimal state of health, and that such health embraces all aspects of our humanity: the physical, emotional, mental and spiritual.

We believe in each of us lies the courage and the confidence to decide how best to reach our health potential, and we are entitled to the full knowledge, respect and trust that empower wise decision-making.

We accept as shared responsibility the need to promote healthy living, prevent and treat illness and disease, and provide end-of-life care, and we do so in a safe and giving community that insists on compassion, kindness, empathy and humility.

We acknowledge a reality of finite resources; yet in accepting limits, we commit to pushing against them to achieve more, ever mindful that our decisions and actions must be just, equitable and for our greater good.

We, the members of the organization called Capital Health – the employees, physicians, learners and volunteers – are people caring for people

We care for the whole person before us.

We care with our hearts as well as our hands and our minds.

We care by bringing to bear the sum of our individual knowledge and humanity.

We care by helping to build a better tomorrow, as lifelong learners, educators of the next generation and researchers of new frontiers in health and healing.

We care by embracing our place in the broader community and working with our friends and neighbours to address the many social conditions that affect well-being.

We do all this so that, together, we can realize our shared vision of healthy people, healthy communities.



Capital Health

cdha.nshealth.ca

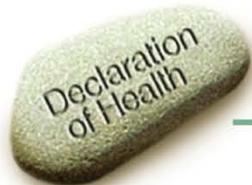
Our Promise Strategy



Setting our direction.

Capital Health is on a journey to become a world-leading haven for people-centred health, healing and learning. A journey without a guide can be a perilous one. The Inukshuk serves as our reminder that we can achieve something greater together than we ever could alone; that we need to be leaders and share our wisdom with one another; that we have a choice in the direction we take.

We have a goal. Now let's work together to make sure we're on the path that gets us there.



Strategy	Outcomes	Indicators
<p>Transforming Person-Centred Health Care Experience</p>	<ul style="list-style-type: none"> • Patients and families are satisfied and care meets or exceeds their expectations • Care makes sense to patients and families • Citizens access services they need to stay healthy in a timely way • Citizens receive safe, quality care • When you need hospital care, we will be here for you with compassion 	<ul style="list-style-type: none"> • Patient and family satisfaction survey measuring healing, facilities, care and behaviours • Patient care errors are minimized to the lowest possible level • Realistic standards for access are set and met • Patients are satisfied with their role in care decision-making
<p>Citizen and Stakeholder Engagement and Accountability</p>	<ul style="list-style-type: none"> • Clients, patients and families involved in priority setting and decision making • Capital Health will be an open and transparent organization which is accountable to the public • Capital Health takes action to effect societal changes 	<ul style="list-style-type: none"> • Public satisfaction scores with Capital Health in the areas of safety, quality and accessibility • Public knowledge about Capital Health services • Increased activity in health policy initiatives
<p>Transformational Leadership</p>	<ul style="list-style-type: none"> • All leaders are held accountable for living Our Promise • Optimal levels of joy, pride, trust and respect are reported by staff, physicians and volunteers • Capital Health is an employer of choice and people are drawn to work here 	<ul style="list-style-type: none"> • Rate of employee engagement • Rate of staff retention • Joy, pride, respect, trust index measure
<p>Innovating Health and Learning</p>	<ul style="list-style-type: none"> • Current and future practitioners advance care through a spirit of enquiry • Health, healing and learning accessible within communities • Integrated health care teams deliver holistic care • Integrated teams are involved in applied research / share learning • New paradigms of knowledge creation and learning 	<ul style="list-style-type: none"> • Evidence of integrated teams involved in applied research • Evidence of holistic care available at Capital Health • Multi-disciplinary / inter-professional research groups • Integrated training, education, professional development programs • Outreach / community-based research and education
<p>Sustainability</p>	<ul style="list-style-type: none"> • Capital Health has safe healing spaces • Capital Health has safe equipment • Capital Health demonstrates stewardship of the public's resources for the future • The communities that comprise Capital Health will be healthier • Capital Health is environmentally responsible 	<ul style="list-style-type: none"> • Number of environmental initiatives • Rate of recruitment – hard to fill positions • Resource accountability • Population health indicators • Public and staff satisfaction with physical environment



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We do all this so that, together, we can realize our shared vision of healthy people, healthy communities.



Capital Health



Capital Health at a Glance

The Capital District Health Authority (Capital Health) is the largest health district in Atlantic Canada, with 395,000 residents or 40 percent of the population of Nova Scotia. We operate with an annual budget for 2007/08 of \$681 million, and, now more than ever, we are looking for ways to help healthier people live in healthier communities, contributing to a healthier world. We are one of nine districts in Nova Scotia, created to deliver integrated, community-based health care, and we offer exciting opportunities for health care professionals looking to build a dynamic career while maintaining a high quality of life. Capital Health is accredited by the Canadian Council on Health Services Accreditation.

Capital Health exists within the largest integrated academic health district in the Maritimes, known as the Capital Health District. The Capital Health District is one of nine health districts in Nova Scotia. The Capital Health District consists of the Halifax Regional Municipality and the western portion of Hants County in Nova Scotia.

Capital Health provides core health services to 395,000 residents, or 40 per cent of the population of the Nova Scotia, and tertiary and quaternary acute care services to residents of Atlantic Canada. Specialized adult health services are provided to a referral population from the rest of the province of 550,000, and to residents of New Brunswick and Prince Edward Island. Approximately 11,000 staff are employed within Capital Health.

The Capital Health District also encompasses seven volunteer Community Health Boards that advise Capital Health through the development of community health plans and encourage public participation in health planning.

Facilities

1. Cobequid Community Health Centre
2. Dartmouth General Hospital
3. Eastern Shore Memorial Hospital, Duncan MacMillan Nursing Home
4. Hants Community Hospital, Haliburton Place
5. Musquodoboit Valley Memorial Hospital, Braeside Nursing Home
6. Queen Elizabeth II Health Sciences Centre
7. The Nova Scotia Hospital
8. Twin Oaks Memorial Hospital, the Birches Continuing Care Centre
9. East Coast Forensic Hospital
10. Nova Scotia Environmental Health Centre



Facilities & Programs

QEII Health Sciences Centre

Administrative Switchboard for all buildings (902) 473-2700

Located in the heart of Halifax, Nova Scotia, the QEII is the largest adult academic health sciences centre in Atlantic Canada. It was created in 1996 with the merger of Victoria General Hospital, Halifax Infirmary, Abbie J. Lane Memorial, Camp Hill Veterans' Memorial, Nova Scotia Rehabilitation Centre and the Nova Scotia Cancer Centre.

The QEII is made up of 10 buildings located on two sites, the Halifax Infirmary site and the Victoria General site.

Halifax Infirmary (HI) site buildings

- Abbie J. Lane
- Camp Hill Veterans' Memorial
- Halifax Infirmary

Victoria General (VG) site buildings

- Bethune
- Centennial
- Centre for Clinical Research
- Dickson
- Mackenzie
- Nova Scotia Rehabilitation Centre
- Victoria

In addition to providing care to tens of thousands of Atlantic Canadians each year, the QEII is a centre of excellence in health research.

Affiliated with the Faculty of Medicine and Health Professions at Dalhousie University, the QEII is the largest teaching hospital in Atlantic Canada with more than 1,500 learners within the healthcare complex. The QEII is accredited by the Canadian Council on Health Services Accreditation.

The QEII is the major adult referral centre for Nova Scotia, Prince Edward Island, and New Brunswick. In close collaboration with community-based providers, other local hospitals, and health care education programs, the QEII provides general hospital services for Halifax and other parts of the Central Health Region of Nova Scotia.

The QEII has 1,100 beds, including 175 beds dedicated to veterans; admits approximately 31,000 patients annually; sees 70,000 patients in its Emergency Medicine departments annually; and records approximately 375,000 ambulatory clinic visits annually.

Halifax Infirmary Site

The Abbie J. Lane Memorial Building

5909 Veterans' Memorial Lane

Halifax, NS

The Abbie J. Lane Memorial Building (AJLB) is located on the corner of Summer Street and Memorial Lane (formerly a portion of Jubilee Road) next to the Camp Hill Veterans' Memorial Building. The Abbie J. Lane Building houses a range of services and is best known for its Mental Health programs and its Family Medicine centre.



Camp Hill Veteran's Memorial Building

5935 Veterans' Memorial Lane
Halifax, NS

The Camp Hill Veterans' Memorial Building (CHVMB) is located at the corner of Robie Street and Veterans Memorial Lane (the section of road between Robie and Summer streets).

Veteran's Services - Home to more than 175 Veterans

The Camp Hill Veterans Memorial Building is "home" to 175 of Canada's Veterans. A Veterans' Council represents the needs and concerns of all Veterans living in long term care.

Veterans Affairs Canada determines eligibility for admission. There are two units of 50 beds each and third unit with 25 beds, which care for Veterans with a wide range of diagnoses. There are also two 25-bed secure units for those with irreversible dementias who may be at risk for wandering. Family physicians together with interdisciplinary teams provide care to the veterans and families are encouraged to participate in the Veterans' care.

The CHVMB offers a wide variety of recreation and occupational therapy programs plus a formalized palliative care program, and other services such as pastoral care, psychology, and dental and foot care. There are Ambulatory Occupational Therapy and Physiotherapy departments at the CHVMB, and the kitchen prepares all meals served on both campuses of the QEII.



Halifax Infirmary

1796 Summer Street
Halifax, NS

The Halifax Infirmary is the newest of the 10 buildings which make up the QEII Health Sciences Centre. The Halifax Infirmary represents the finest in tertiary health care services. It is located between Robie Street and Summer Street.

The Emergency Department is located on the north side of the Halifax Infirmary. The access road is off Summer Street, adjacent to the CBC building. This is the only adult emergency department in peninsular Halifax - replacing the former emergency departments at the Victoria General and old Halifax Infirmary.

The QEII is the major specialized care facility for Nova Scotia and indeed, much of Atlantic Canada. When tragedy strikes, it is important to react quickly in order to increase a patient's chance of survival. Services at the QEII include a modern heliport on the roof of the Halifax Infirmary, state-of-the-art trauma facilities including dedicated trauma OR, and highly-trained rapid response trauma teams. Outpatient clinics can be found near the Robie Street entrance (Level 4) of the building. Specimen Collection Services, also on Level 4, is open to the public Monday to Friday. Outpatient specimen collection service is closed on holidays.



Victoria General Site

Bethune Building

1276 South Park Street
Halifax, NS

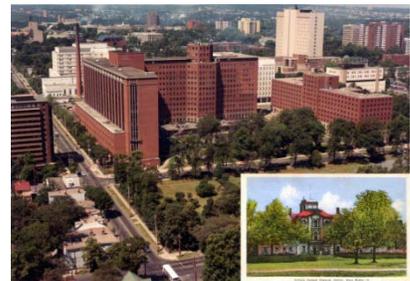
The Bethune Building, located on the VG site of the QEII. It was originally the VG nurses' residence. It is now home to many administrative offices, employee services such as Human Resources, and a variety of patient services and clinics. The Bethune Building borders on University Avenue and the entrance faces the main entrance of the VG's Centennial Building.



Centennial and Victoria Buildings

1276 South Park Street
Halifax, NS

These buildings were part of the original Victoria General Hospital. Now part of the QEII Health Sciences Centre, these buildings border on the South Street side of the VG Site, with the main entrance facing north, toward the Bethune Building. They are easily accessed from the main VG parking lot. The Centennial & Victoria Buildings contain both inpatient and outpatient services.



Centre for Clinical Research

5790 University Avenue
Halifax, NS



The Centre for Clinical Research (CCR) is located on University Avenue, adjacent to the Mackenzie Building of the QEII Health Sciences Centre. The CCR is a program of the QEII Health Sciences Centre - one of Canada's leading teaching hospitals, located in the heart of Halifax, Nova Scotia. The QEII has a strong commitment to health research in all disciplines.

The CCR administers, facilitates and coordinates all research which is carried out at the QEII. It is a leader in Canada for its internal research management system and in its effective relationship with Dalhousie University. Its principal functions are to act as a resource

centre for QEII-based health research, to create an environment where researchers in all health care disciplines can fulfil their potential; and to ensure that research at the QEII is conducted to the highest standards of clinical practice.

Dickson Building

5820 University Avenue
Halifax, NS



The Dickson Building is located on the VG site, adjacent to the Victoria Building and behind the Mackenzie Building.

The Dickson Building houses many of the QEII's patient clinics and services, including the Nova Scotia Cancer Centre on the main level. It is the province's only comprehensive adult cancer treatment facility.

Mackenzie Building
5788 University Avenue
Halifax, NS

The Mackenzie Building is located on the VG site, on the south side of University Avenue, at the end of Summer Street. The Mackenzie Building houses the Department of Pathology and Laboratory Medicine for the QEII. A variety of specimens, such as blood and tissue, are sent to the various labs for identification and analysis. Many of the laboratories also provide diagnostic services for other areas of Nova Scotia and Atlantic Canada.



NS Rehabilitation Centre
1341 Summer Street
Halifax, NS



The Nova Scotia Rehabilitation Centre is located on the corner of Summer Street and University Avenue. The Rehab Centre, in partnership with our clientele and their communities, provides quality service in the areas of physical rehabilitation. We work with persons who have physical and associated disabilities to develop their potential through specialized rehabilitation programs and services. We strive to assist clients to identify and meet their needs through excellence and leadership in care, education, research and advocacy.

Cobequid Community Health Centre
40 Freer Lane
Lower Sackville, NS B4C 0A2
Main switchboard - (902) 869-6100

The Cobequid Community Health Centre is a unique, leading edge ambulatory care facility that provides a range of health and social services to one of the fastest growing regions in Nova Scotia. Built on a philosophy of partnerships, the Centre has continued to enhance its services in response to community needs.



CCHC Services:

Cardiology - (902) 869-6514
Department of Community Services - (902) 869-3600
Diabetes Management Clinic - (902) 869-6170
Diagnostic Imaging/Ultrasound - (902) 869-6102
Diagnostic Imaging CT Scans - (902) 869-6121
Emergency Services - (902) 869-6101
Family Services - (902) 420-1980
IWK Community Mental Health - (902) 464-4110

Meals On Wheels - (902) 869-6103
Mental Health - Phone (902) 865-3663
Occupational Therapy - (902) 869-6116
Physiotherapy - (902) 869-6116
Respiratory Services - (902) 869-6140
Urology Clinic - (902) 425-3940
Youth Health Services - (902) 869-6106

Dartmouth General Hospital

325 Pleasant Street
Dartmouth, Nova Scotia
B2Y 4G8
Switchboard: (902) 465-8300



Dartmouth General Hospital provides services to approximately 120,000 people in Dartmouth and surrounding areas.

Hospital services include 24-hour emergency care, inpatient medical and surgical care and critical care. The surgery program includes general surgery, urology, gynaecology, ear nose and throat, orthopaedics, plastics, oral maxillofacial, ophthalmology, vascular and dentistry.

The hospital offers extensive outpatient services, outreach programs and medical diagnostics including general radiography, mammography, CT scanning, laboratory services and renal dialysis.

East Coast Forensic Hospital

88 Gloria McCluskey Ave.
Dartmouth, Nova Scotia
B3B 2B8
Switchboard: (902) 460-7300

The East Coast Forensic Hospital (ECFH) is one of Capital Health's newest facilities and was officially opened on August 21st, 2001 in partnership with the Departments of Health and Justice.

This is the first time in Canada that both a Hospital and Correctional Facility were co-located to make the most efficient use of shared resources and services (e.g. laundry, kitchen, and recreational facilities). However, both facilities are independently operated and managed such that correctional inmates and forensic clients are separate at all times.



The Hospital is unique within the Capital Health in that that the people it serves come strictly from the judicial system and not the general population.

The Hospital has two rehabilitation units with 30 beds each and a 24 bed Mentally Ill Offender Unit where court ordered assessments are performed and treatment is provided to offenders diagnosed with mental illness.

The Hospital also manages the Provincial Sex Offender Program currently located on the Nova Scotia Hospital site, and provides primary health care to the Province's corrections population through our Offender Health Services Program.

Eastern Shore Memorial Hospital

22637, #7 Highway
Sheet Harbour NS B0J 3B0
Phone: (902) 885-2554

Fax: (902) 885-3200 (fax)

Eastern Shore Memorial Hospital is located in Sheet Harbour, Nova Scotia. The hospital opened in 1976 and now has 16 hospital beds.



Tenant services at the site includes:

- Palliative and Respite Care
- Acute Care
- Outpatient/Emergency
- Ambulatory Care
- Diagnostic Imaging
- Laboratory Services
- Physiotherapy
- Occupational Therapy
- Clinical Nutrition
- Social Services
- Adult Day Clinic, Diabetic Clinic, Meals-on-Wheels
- Addiction Prevention and Treatment Services
- Public Health
- Home Care Nova Scotia
- Nova Scotia Hospital Outreach
- IWK/Grace Metal Health and Family Services

Hants Community Hospital

89 Payzant Drive
Windsor NS B0N 2T0
Phone: (902) 792-2000
Contact: (902) 798-6002

Hants Community Hospital is located in Windsor Nova Scotia. It serves the communities of Windsor, Hantsport, the Municipality of West Hants and portions of the Municipality of East Hants. There are 34 acute care beds on-site. Four of these beds are intermediate care beds. At present we have four additional ALC beds.



Some of the services offered at this facility include:

- 24-hour emergency care
- Acute medical
- General surgical care
- Physiotherapy
- Laboratory services
- Diagnostic imaging services
- Social work
- Respiratory
- A number of ambulatory services available to the community.

Some of the external agencies based at the site include: Home Care Nova Scotia, VON, Home Support Central, and Nova Scotia Hearing and Speech Clinic.

Musquodoboit Valley Memorial Hospital

492 Archibald Brook Road
Middle Musquodoboit NS B0N 1X0
Phone: (902) 384-2220
Fax: (902) 384-3310

Musquodoboit Valley Memorial Hospital is located in Middle Musquodoboit, Nova Scotia. The facility currently has eight beds.



The hospital offers:

- Acute care
- Palliative services
- Emergency services
- Outpatient services
- Diagnostic services including laboratory, EKG and radiology
- Occupational therapy
- Social work
- Clinical nutrition
- Physiotherapy
- Diabetic Clinic and Meals-on-Wheels

Tenant services at the site include: Home Care Nova Scotia and IWK/Grace Mental Health and Family Services.

Other services available on site are: Public Health, Nova Scotia Hospital Seniors Mental Health, Shared Care Mental Health and The Musquodoboit Valley Family Practice.

The Nova Scotia Hospital

300 Pleasant Street,
P.O. Box 1004
Dartmouth, NS B2Y 3Z9
Phone: (902) 464-3111
Fax: (902) 464-6032



The Nova Scotia Hospital is one of several facilities providing a broad range of Mental Health Programs within Capital Health. The hospital is a fully accredited teaching facility affiliated with **Dalhousie University**, providing specialized services for a wide range of mental health needs. The Nova Scotia Hospital is part of an overall structure that integrates mental health programs and services across the Capital Health District.

Twin Oaks Memorial Hospital

7702 # 7 Highway

Musquodoboit Harbour NS B0J 2L0

Phone: (902) 889-4110

Fax: (902) 889-4144

Twin Oaks Memorial Hospital is located in Musquodoboit Harbour, Nova Scotia. The facility opened in 1976 and today operates a total of 14 beds. There are a variety of tenant services located at the site including: Addiction Services, Home Care Nova Scotia, Nova Scotia Hearing and Speech Clinic, Beltone.



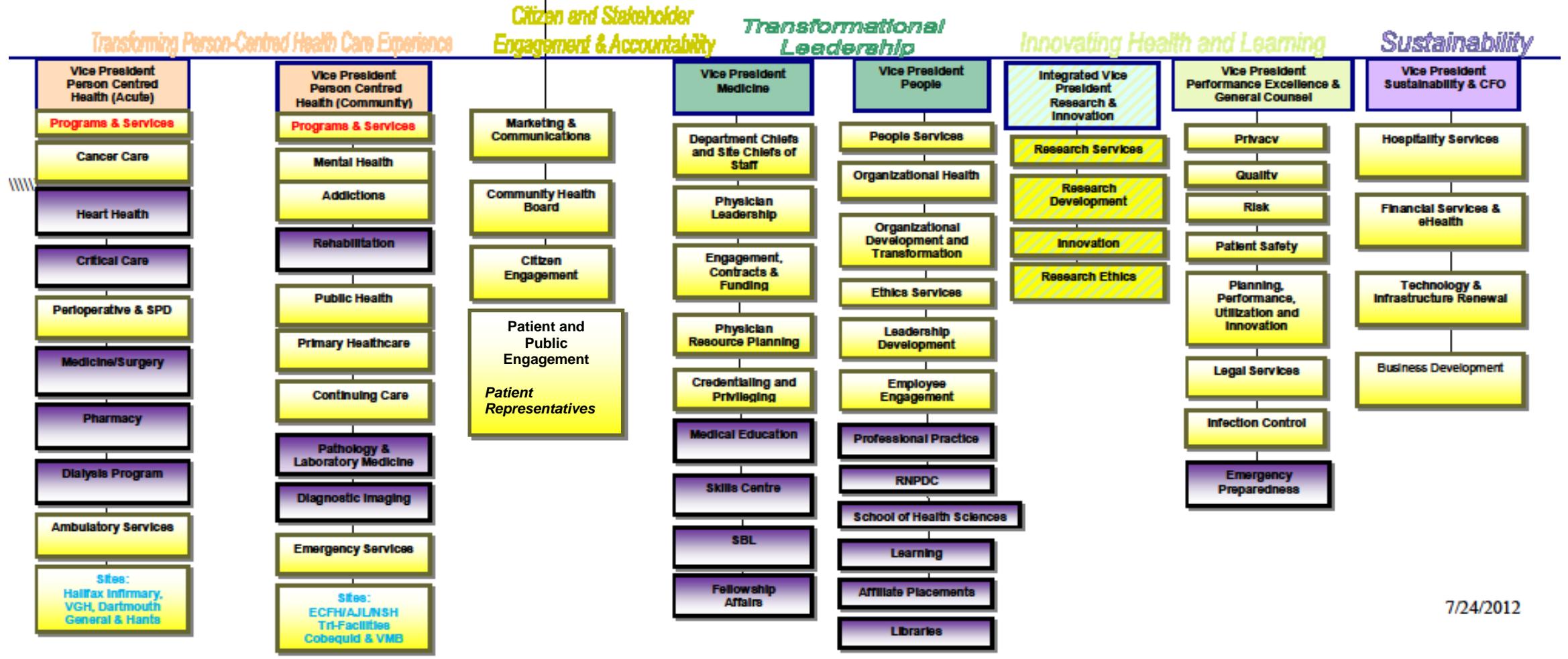
The Hospital Offers:

- Palliative and respite services
- Acute care services
- Outpatient care
- Emergency services
- Diabetic and foot clinics
- Meals on Wheels
- Nutrition counseling
- Social services
- Physiotherapy
- Occupational therapy
- Laboratory services
- Diagnostic imaging services

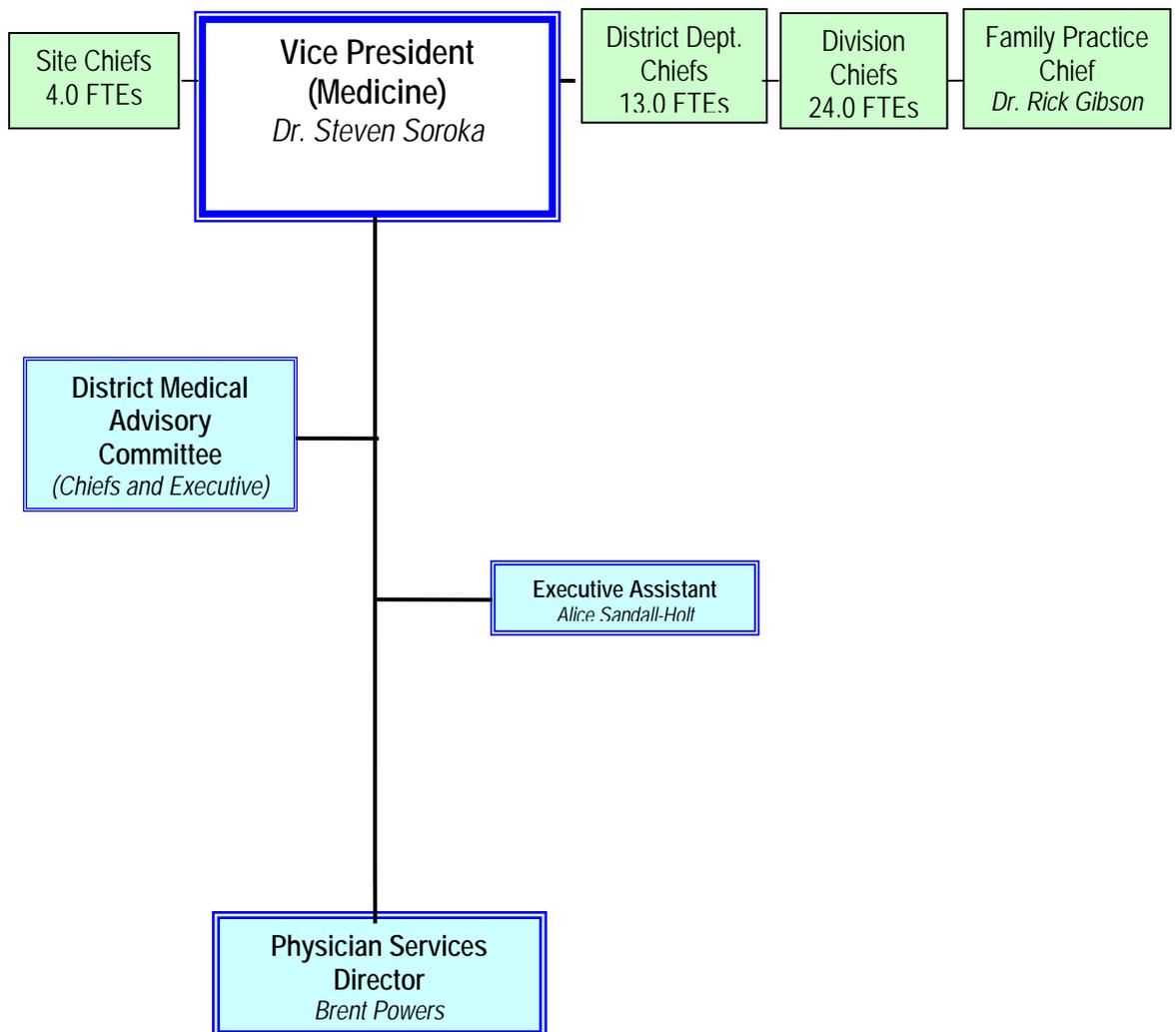
Capital Health Organizational Chart



Transition Organizational Structure – Effective April 1, 2012



VP Medicine Portfolio



District Medical Advisory Committee (DMAC)

The District MAC is a committee of the Board established to advise the Board on matters concerning the provision of quality patient care, teaching and research as prescribed by the mandate of Capital Health. It consists of: members reflecting representation of the leadership of the departments and programs and geographic location of the health care facilities; District Chief of Staff (VP Medicine); VP Academic Affairs; President of the District Medical Staff Association; a designated member of the District Medical Staff Association; and the CEO ex officio and other non-voting representatives from Capital Health

It is the role of DMAC to:

- be responsible for the ethical conduct and professional practice of the members of the District Medical Staff;
- be responsible for the ethical conduct and professional practice of the members of the District Medical Staff;
- be responsible for the supervision, quality, organization and delivery of all services provided by the Medical Staff including patient care, teaching and research;
- consider, coordinate, and recommend to the Board the Rules & Regulations and policies as they apply to the Medical Staff as a whole or to individual departments, divisions or sections;
- make recommendations to Capital Health's Privileges Review Committee concerning appointments, reappointments, discipline, and privileges of the Medical Staff;
- consider and take appropriate action on all matters and recommendations forwarded from standing and ad hoc committees or subcommittees;
- consider and make recommendations on such matters as may be referred to it by the Board;
- advise the Board of such committees as it considers necessary for the proper governance of the District MAC and shall set their terms of reference and appoint the members and chairs of such committees.

Standing Committees of District MAC:

District MAC Executive Committee

The primary function of the DMAC Executive Committee includes the development of the monthly DMAC agenda and for conducting business of the DMAC that occurs between regular meetings. They are also responsible for the review of recommendations to the DMAC regarding changes or updates necessary to the Capital Health Medical Staff Bylaws and Rules and Regulations. DMAC Executive Committee meets monthly or at the call of the Chair.

DMAC Quality Committee

The DMAC Quality Committee is a forum for medical staff discussion and resolution of quality issues and accountable to both the DMAC and the Quality Committee of the CH Board. The Committee provides leadership and direction for quality clinical and academic care, quality measurement and quality improvement for health care provided within CH (CH). The Committee plans for quality management programs across CH and is responsible to educate and communicate with Medical Staff and Clinical Care providers on such programs and activities.

Sub-Committees:

- District Utilization Management & Clinical Outcomes Committee
- District Patient Safety Advisory Committee (Committee of the CH Board, but also reports to District MAC)

District Credentials Committee

The District Credentials Committee ensures CH medical staff members hold the appropriate and required credentials as determined by the standards of legislation and policy. Through the initial application and reappointment processes, ensures the medical staff members have provided complete and bona fide records of their credentials and references. The committee advises DMAC of recommendations for appointment to the Medical Staff of CH.

Site Clinical Affairs Committees

The Site Clinical Affairs Committee considers matters relevant to the ongoing performance and effectiveness of the health care facilities/sites concerning their respective roles within the academic health district. The committee will advise on matters such as planning, policy, budget and operations as well as evaluations of clinical care, educational and research issues pertinent to the site.

District Drugs and Therapeutics Committee

The District Drugs and Therapeutics Committee ensures the maintenance of high quality drug therapy by maintaining a selection of high quality drugs for use throughout CH facilities while respecting the need to be fiscally responsible. The committee co-ordinates and recommends policy development, maintenance, approval and communication of all matters related to the use of medications and other medical therapies.

Sub-Committees:

- Antimicrobial
- Formulary
- Nutrition Support
- IV Drug Therapy
- Mental Health
- Oncology
- Dartmouth & Community Hospitals

DMAC Nominating Committee

The DMAC Nominating Committee coordinates the nominations and elections procedures for the selection of DMAC Chair, Vice Chair and the DMAC Executive Committee. This group ensures that the proper nomination and election processes are followed. Other responsibilities include establishing a mechanism to ensure nominees are contacted and are agreeable to serve, the maintenance of an ongoing record of standing committee memberships and ensure balance and fairness of appointments from year to year. The DMAC Nominating Committee will meet at the call of the Chair.

DISTRICT MEDICAL ADVISORY COMMITTEE
2010-2011 Membership

POSITION	NAME	DEPARTMENT
District Department Chiefs	*Dr. Nicholas Delva, Chair	Chief, Psychiatry
	*Dr. David Barnes	Chief, Diagnostic Imaging
	*Dr. Tetteh Ago	Chief, Radiation Oncology
	*Dr. Anthony Armson	Chief, Obstetrics & Gynaecology
	*Dr. David Anderson	Chief, Medicine
	*Dr. David Bell	Chief, Urology
	*Dr. Alan Cruess	Chief, Ophthalmology
	*Dr. Rick Gibson	Chief, Family Practice
	*Dr. Reginald Goodday	Chief, Oral & Maxillofacial Surgery
	Dr. Adrian Levy	Chief, Community Health & Epidemiology
	*Dr. Godfrey Heathcote	Chief, Pathology & Laboratory Medicine
	*Dr. David Kirkpatrick	Chief, Surgery
*Dr. Romesh Shukla	Chief, Anaesthesia	
*Dr. David Petrie	Chief, Emergency Medicine	
Programs	*Dr. Drew Bethune	Head, Cancer Care Program
	*Dr. Ward Patrick	Head, Critical Care
Geographic Representation	*Dr. Michael Clory	Site Chief of Staff, CCHC
	*Dr. Todd Howlett	Site Chief of Staff, DGH
	*Dr. Mark Kazimirski	Site Chief of Staff, HCH
	*Dr. Robert Merritt	Site Chief of Staff, Tri Facilities
Medical Staff Association	*Dr. Ken West	District MSA President
	*Dr. Ravi Parkash	District MSA designated member
District Chief of Staff	*Dr. Steven Soroka	VP, Medicine
VP Learning, Research and Innovation	Dr. Pat McGrath	Integrated VP, Learning, Research and Innovation CDHA & IWK
	Dr. Steven Soroka	VP, Medicine
	Catherine Gaulton	VP, Performance Excellence and General Counsel
	Barbara Hall	VP, Person Centred Health
	Kathy MacNeil	VP, People
	Chris Power	President & CEO
	Paula Bond	VP, Person Centred Health
	Dr. Gaynor Watson-Creed	Medical Officer of Health
	Amanda Whitewood	VP Sustainability & CFO
	Mary Ellen Gurnham	Executive Director, Learning and Chief Nursing Officer
Ex-officio	Dr. Greg Archibald	Head and Academic Leader, Maritime Network of Family Medicine
	Brent Powers	Director, Physician Services
	Alice Sandall-Holt	Co-ordinator, DMAC

Leadershift Enabling Team (LET)

There is one Leadershift Enabling Team for the facilities and programs that make up Capital Health. The team is working together toward the integration of health services in order to build bridges between all the players in Capital Health. The team works with a common vision of improving health that reflects the need to engage staff, physicians and communities in decisions around ensuring a healthy population.

<p>Chris Power, President and CEO</p> <p>Cathy Stone - Administrative Assistant Phone: (902) 473-2240 Fax: 473-3368 Suite 2142, 1796 Summer Street Halifax, Nova Scotia, B3H 3A7</p>	<p>Dr. Steven Soroka, Vice-President, Medicine Alice Sandall-Holt - Administrative Assistant Phone: (902) 473-7066 Fax: 473-2980 Suite 1-033 Centennial Building, 1276 South Park Street Halifax, Nova Scotia, B3H 2Y9</p>
<p>Amanda Whitewood, Vice-President, Sustainability and CFO</p> <p>Pam Ciccarelli – Administrative Assistant Phone: (902) 473-3317 Fax: 473-7052 Suite 1-031F Centennial Building 1276 South Park Street Halifax, Nova Scotia, B3H 2Y9</p>	<p>Dr. Patrick McGrath, Integrated VP, Learning, Research and Innovation CDHA & IWK Tina Munroe - Executive Assistant Phone: (902) 470-6511 Fax: IWK WMEN 02 2009 5850/5980 University Avenue Halifax, Nova Scotia, B3K 6R8</p>
<p>Paula Bond, Vice-President, Person Centred Health</p> <p>Joanne Smith- Administrative Assistant Phone: (902) 473-7084 Fax: 473-3368 Suite 2135, 1796 Summer Street Halifax, Nova Scotia, B3H 3A7</p>	<p>Kathy MacNeil, Vice-President, People</p> <p>Karin Walsh - Administrative Assistant Phone: (902) 473-7995 Fax: 473-7052 Suite 1-031 Centennial Building 1276 South Park Street Halifax, Nova Scotia, B3H 2Y9</p>
<p>Barbara Hall, Vice-President, Person Centred Health</p> <p>Louise Gorman - Administrative Assistant Phone: (902) 869-6108 Fax: 865-4816 Community & Continuing Care Cobequid Multi Service Centre 70 Memory Lane, Room 131 Lower Sackville, Nova Scotia, B4C 2J3</p>	<p>Catherine Gaulton, Vice-President, Performance Excellence and General Counsel</p> <p>Kandy Lewis – Administrative Assistant Phone: (902) 473-4193 Fax: 473-7850 Suite 1-031E Centennial Building 1276 South Park Street Halifax, Nova Scotia, B3H 2Y9</p>
<p>Dr. Gaynor Watson-Creed Medical Officer of Health</p> <p>Jennifer Kendell - Administrative Assistant Phone: (902) 481-5862 Fax: 481-5803 Public Health Services Unite 4, 201 Brownlow Avenue Dartmouth, Nova Scotia, B3B 1W2</p>	

Board of Directors

Capital Health exists within the largest health district in Atlantic Canada, known as the Capital Health District. The Capital Health District was established by provincial law Bill 34, which drew up the nine new health districts for Nova Scotia. Three main health care organizations within the district, Central Regional Health Board, Queen Elizabeth II Health Sciences Centre and The Nova Scotia Hospital, are now governed by one Board of Directors and one executive management team

- Dr. Daniel O'Brien, Chair
- Gwen Haliburton, Vice Chair
- Alan Harvey
- Darlene MacLaren
- John McCarthy
- Dr. Tom Marrie (ex-officio)
- Chris Power, CEO (ex-officio)
- Dr. Nick Delva (ex-officio)
- Rosemarie Sampson
- Dr. Will Webster (ex-officio)
- Grant Curtis
- Susan Dempsey
- Ken West (ex-officio)

Physician Services

Since the inception of the Capital District Health Authority, Physician Services under the leadership of the VP Medicine has been responsible for the implementation of one legislated medical governance structure for all physicians providing medical care in the Capital District Health Authority area. Through this complex legal frame work, Physician Services led the creation of district wide Medical Departments, developed new medical leadership structures, standardized various administrative processes (i.e. centralized credentialing and privileging) and implemented effective models of physician care in an effort to ensure the provision of high quality medical services. During this time the Physician Services team were viewed as cultural change agents and experts who provided leadership and advice to the Executive Management team and the Board of Directors on all matters related to the organization management and provision of physician services.

Present Day

Physician Services is now shifting its focus away from traditional administrative activities to become a more service oriented portfolio aligned with the larger organizational transformation taking place at Capital Health. Today we continue to provide expertise in all matters related to the planning, management and implementation of the medical governance structure as well as physician human resource management functions. In addition to that we are also working more collaboratively with our physician leaders to recruit, develop, manage and engage our physicians in a manor consistent with our goal of becoming a world leading haven for health healing and learning. To be successful the Physician Services Team must be innovative, knowledgeable, tactful, politically astute and professional to ensure the work we do is effective and of high quality.

Key Functions and Responsibilities:

- **Academic Funding Plans:** responsible for the negotiation, development and implementation of all AFPs for the Capital District Health Authority. Currently there are twelve department groups on an AFP with an annualized budget of \$13 million.
- **Physician Resource Planning:** responsible for the development and implementation of a district wide physician resource plan that works in coordination with the organizational business planning process and strategic mandate.
- **Physician Recruitment, Retention and Performance Management** - works in collaboration with our physician leaders and other industry experts to develop tools and approaches to attract, retain and develop our physician community.
- **Physician Leadership Development and Succession Planning**– leads the development and implementation of a comprehensive program to identify, develop and grow our physician leadership capacity within our Medical Departments across the organization.
- **Strategic and Policy Development** – provides strategic advice to the leadership enabling team (LET) and other senior leaders in the organization on all matters related to policy framework, planning management and implementation of the medical governance structures as legislated in the Bylaws and resource management function for the physicians of Capital Health.
- **Credentialing and Privileging** – ensures the provision of high quality medical care through the implementation of the standardized approach to credentialing and privileging of physicians working in the Capital District Health Authority (1000 physicians).
- **District Medical Advisory Committee** – provides leadership and management to support the District DMAC and its five subcommittees to ensure the provision of high quality medical care.
- **Fostering Relationships and Physician Engagement** – responsible for facilitating strong supporting relationships across departments, teams, programs and support areas to create an environment where physicians are engaged and feel part of the organizational culture. Medical Services is also responsible for fostering strong relationships with key partners such as Dalhousie University, IWK Health Centre other District Health Authorities, Department of Health, Doctors Nova Scotia and the College of Physicians and Surgeons of Nova Scotia.
- **Service Delivery Planning and Quality** – provides leadership in the planning and implementation of physician services to ensure the provision of high quality medical care across the organization. Medical Services also collaborates with physician and health services leaders to develop and implement quality improvement processes, ensuring that quality of care measures are in place.
- **Physician Contracts** – responsible for the negotiation, development and implementation of all contracts for physician leaders and physician service contracts for the Capital District Health Authority.

Medical Staff Bylaws

The following documents can be accessed through links found on the Medical Staff Information Home Page at: <http://www.cdha.nshealth.ca/physicians/laws-rules-regulations-guidelines>

Medical Staff (Disciplinary) Bylaws
Medical Staff (General) Bylaws
Medical Staff Rules and Regulations

Policies and Procedures

Where relying upon any Capital Health policy, users are requested to consult the online policy manual to ensure access to and use of the most current, up-to-date and accurate policy. Capital Health cannot guarantee the currency or accuracy of any printed policy.

Policies most relevant to physicians in the process of documenting patient care:

- #CH 30-005 Access to Enterprise Express Voice Dictation System
- #CH 30-011 Electronic Signature Proxy
- #CH 30-018 Documentation and Abbreviations in the Health Record
- #CH 30-025 Report Completion
- #CH 30-050 Access to Horizon Patient Folder
- #CH 30-101 Electronic Signature Authentication
- #MM 15-002 Pre-printed Orders
- #MM 15-003 Medication Orders for Inpatient

These can be accessed by following links on the Policy Home page at <http://policy.cdha.nshealth.ca/>

Services and Support

Development of Standardized Preprinted Orders

In response to Capital Health's strategic direction "Care for Patients, Clients and Communities", a multidisciplinary team of major stakeholders has collaboratively undertaken a district-wide quality improvement initiative to adopt a best practice in the development of Standardized Preprinted Orders (PPO).

PPOs are tools employed to facilitate the provision of timely and appropriate patient/client interventions. They serve to promote safe, consistent high quality patient/client care and reduce time required to write orders for routine care and to begin management of patient symptoms. Standardization and consistency resulting from the development and use of PPOs may lead to improved clinical and patient safety practices associated with the ordering and administration of medications. PPOs result from the collaborative efforts of Chiefs and a multi-disciplinary development team. The title of each PPO should clearly reflect the specific population of patients to which it applies.

One of the principle purposes of the patient's medical record is to function as a comprehensive communication tool for health care professionals to facilitate and document the provision, coordination and continuity of patient care.

Much of the care that a patient receives in a health care setting is set in motion by an “order” from a physician that is captured in the medical record. Historically, it has been reported that about one in three handwritten orders are difficult or impossible to read.

Standardized Preprinted Orders:

- Minimize patient safety risks associated with medication and treatment errors;
- Ensure consistency of medication/treatment protocols;
- Avoid *Dangerous Abbreviations* which may be misinterpreted;
- Reduce opportunity for translation errors.

Incorporation of the Preprinted Order as part of the medical record documenting what was ordered and guiding the delivery of care by staff.

- In order to ensure that patients receive the appropriate on-going care, it has been recommended that many PPOs now incorporate other elements of care (i.e. follow-up and treatment protocols).
 - The majority of oncology and hematology PPOs now include discharge planning and follow-up care guidelines as part of the order content.

Our goals in developing this quality improvement initiative were:

- To streamline the development and approval process;
- To ensure accuracy and consistency of pre-printed orders (PPOs) throughout Capital Health;
- To vest the responsibility for generation, approval and implementation of PPOs with the District Division/Department Head generating the form and with final approval by the District Drugs and Therapeutics Committee.

A Preprinted Order Working Group was developed from the DMAC Quality Committee and worked collaboratively among themselves, and with other stakeholders, always maintaining a focus on the goals of improved quality, patient safety, and system alignment. The Working Group has become a permanent entity and is developing Terms of Reference which will reflect membership of IT Services, Health Information Services, Pharmacy, Medical Services Administration and a Clinical Services Director.

Capital Health Ethics Support

“Building a Culture of Ethics”

Capital Health recognizes that its people work in and contribute to a culture of ethical practice. This culture of ethics influences decisions and actions by patients, families, care providers, staff, management, executive, and the board.

CHES provides a district-wide approach to building a culture of ethics, squarely rooted in Capital Health’s values of collaboration, accountability, respect, and excellence. While retaining a core focus on key areas for ethics support, new and innovative features make CHES uniquely suited for the ethics-related needs of this health region.

CHES provides ethics education, support for ethics-related policy development and review, and ethics consultation for challenging issues that may arise ‘at the bedside’ and/or throughout Capital Health.

How is CHES relevant to me?

Through our active attention to “how we treat each other,” we can contribute to the building of ‘a culture of ethics’ which benefits patients, families, employees, students and other members of the Capital Health community. We can get involved by participating in ethics-related education opportunities, accessing the CHES website, and using other CHES resources (such as those for policy development/review and clinical ethics consultation) to address important issues with ethics dimensions.

How do I access CHES?

- Through the Ethics Resource Coordinator, whose role it is to provide project support to all of CHES’ components: the Ethics Committee, Ethics Education, Policy Development and Review, and Clinical Ethics Consultation –
- Through the Capital Health Website - www.cdha.nshealth.ca/programsandservices/CHES
- Through the dedicated Clinical Ethics Consultation phone line: (902) 473-1564 [Ethics Resource Coordinator]
- Through Ethics Collaborations of the Dalhousie University Department of Bioethics: (902) 494-3801; Christy.Simpson@dal.ca

Centre for Clinical Research

The QEII Centre for Clinical Research provides research services to the QEII Health Sciences Centre, which is both the principal adult tertiary care facility for the Atlantic Provinces and the principal teaching hospital affiliated with Dalhousie University.

At the QEII, research is a fundamental and integral component of improved and quality patient care.

The Centre for Clinical Research has dedicated research facilities, over 200 experienced Investigators and 250 Research Employees.

Clinical Research Experience

The QEII Centre for Clinical Research has been involved in clinical research for over 20 years. Therapeutic specialties include:

Anaesthesia	Haematology	Palliative Care
Cardiac Sciences	Infectious Diseases	Pathology
Cardiovascular	Microbiology	Physical Medicine
Surgery	Nuclear Medicine	Psychiatry
Dermatology	Nephrology	Rehabilitation
Emergency	Neurosciences,	Respirology
Medicine	Neurosurgery	Rheumatology
Endocrinology and	Oncology	Transplant
Metabolism,	Ophthalmology	Trauma
Gastroenterology	Orthopaedics Surgery	Urology
Geriatric Medicine	Osteoporosis	

Research:

The QEII is a centre for research excellence. We have Nova Scotia's only Memory Disability Clinic and we are home to the Atlantic Provinces only Sleep Disorders Clinic. Also at the QEII is the National Centre for Enteroviruses, which is part of a nation-wide network of research experts; the Rob McCall Centre for HIV Research; and one of four worldwide Parkinson's fetal neural transplant research centres. The QEII also operates the Atlantic AIDS Reference Lab for the Atlantic Provinces; the Regional Centre for Canadian HIV Trials Network; and the Centre for Clinical Research. The QEII is the centre for one of the largest population-based studies ever undertaken to measure and improve existing health care for heart disease. This five-year study, entitled *Improving Cardiovascular Outcomes in Nova Scotia (ICONS)* began in April 1997.

The QEII's main research strengths lie in: Experience, Patient base and Facilities

Transplants:

The QEII is one of the busiest and most experienced transplant centres in Canada, doing bone marrow, kidney, liver, cornea, and heart transplants. In support of the busy transplant programs, the QEII operates the largest multi-tissue bank in Canada, processing and storing bone, bone marrow, skin, cardiac (heart) tissues and tissues for neurosurgical procedures.

Caring for Your Heart:

The QEII is also the leading cardiac care centre in the Maritimes, performing more than 1100 open-heart procedures each year.

Surgery:

We have one of the busiest surgical programs in Canada, with about 33 operating theatres where staff perform about 30,000 surgical procedures annually.

Rehabilitation:

The QEII is the major provider of physical rehabilitation services (exercise, braces, wheelchairs, etc.) in the Atlantic Provinces.

Contact Information:

Denise Hatchette, Administrative Coordinator
Centre for Clinical Research
5790 University Avenue, Rm 117
Halifax, NS B3H 1V7
Phone: 902-473-8448 Fax: 902-473-4497
E-mail: denise.hatchette@cdha.nshealth.ca

Leadership Development

Throughout Capital Health, everyone is considered a leader. This translates into *every physician being a leader*. This style of leadership is expected to facilitate the adoption of the following choices:

- The choice to *deal in hope*;
- The choice to *be the change that Capital Health is pursuing*;
- The choice of *attitude and optimism*;
- As such, medical leaders are expected to:
 - Demonstrate sincere caring for and about others;
 - Be concerned with issues like moral character, principles, ethics;
 - Have community perspective;
 - Base decisions on evidence and fact;
 - Work in groups/teams which may be discipline-specific, multi-disciplined or self-managed.

Every behavior of a medical leader is expected to demonstrate the following qualities, and elicit the same in others;

- **Collaboration** – working together as a team with a sincere concern for and about others;
- **Accountability** – willing to be held to report;
- **Respect** – demonstrating a sincere concern for and about others;
- **Excellence** – ever striving to do better;
- **Honesty** – saying what you mean;
- **Integrity** – meaning what you say;
- **Promise Keeping** – following through;
- **Fidelity** – being loyal and committed;
- **Fairness** – being just and equitable;
- **Citizenship** – demonstrating a sincere regard for and about society.

Risk Management

Risk Management is a process whereby risk to people and property under the care of the district are identified and minimized or resolved.

Occurrence Reporting

All staff/physicians are responsible for reporting unusual clinical occurrences.

An occurrence report:

- provides a record of an occurrence;
- provides information for quality improvement so that staff can improve and/or develop standards of care, policies and procedures;
- is an administrative document and is not part of the health record.

What is an unusual clinical occurrence?

An unusual occurrence is defined as any event that is inconsistent with routine client, patient/client or resident care. It includes any accidental injury or unusual event involving visitors. The unusual occurrence has or could potentially result in injury or loss to the patient/client. For the purpose of this definition, side effects of medications and/or complications of routine patient/client/resident care are not considered to be reportable unless the outcome is of a serious nature.

Risk Management continued...

Reporting

- All staff/physicians are responsible for documenting and reporting unusual occurrences.
- A form is to be completed and forwarded within 5 days of an event, not including weekends and statutory holidays.
- If the occurrence is of an extremely serious nature as in the death of a patient/client or a drastic life-changing outcome, staff/physicians are required to notify their Risk Management representative or site designate by leaving a message on telephone/voice mail immediately.

On weekends, holidays or after-hours:

- At the QEII HSC notify the Administrative Coordinator
- All other District sites notify the site-responsible person or administrator-on-call

Documentation in the Health/Client Record

- Document the facts regarding the unusual occurrence in the health record. Don't speculate as to cause or who is to blame in your notes
- Do not document that an occurrence report form was filed
- Do not photocopy or duplicate the occurrence report form

Contact Information:

Phone: 473-8254

Email: Risk Management@cdha.nshealth.ca

Legal Services

The Legal Services Division has responsibility for all matters in relation to:

1) *Legal Advice*

Legal Services responds to all requests for legal advice in relation to all of the District's general operations, including but not limited to any liability or malpractice type concerns, drafting, review and interpretation of contracts, by-laws, rules and regulations and policies, any required contact with the police and any external agencies (example Ombudsmen, Human Rights Commission, Department of Labor, Department of Justice, patient lawyers, etc). To communicate any legal concerns or request legal advice in relation to the District's operations, please contact:

Kandy Lewis, Administrative assistant	473-2626
Catherine Gaulton, General Counsel	473-4193
Carrie Ricker, Assistant Counsel	473-7537

2) *Claims Administration*

All potential claims including any situations where there is injury or harm to patients, visitors, volunteers, any requests for compensation, any property damage, any loss or theft of valuables, any insurance or claims information in relation to the District's vehicles and construction projects are to be reported to Legal Services Program Administration Officer. Claims Administration, through the Program Administration Officer, manages all contact with insurers, all small claims and any situation where there may be a legal claim against the District. Please contact:

Heather Matthews at 473-2291

Legal Services Continued...

3) *Privacy and Release of Information*

Any requests for patient information, (other than transfer of information between care providers in order to care for patients) is handled through Legal Services specifically the Third Party Release Office. Any other requests for information, which are not routinely released through the Corporate Communications Office or HR or which are otherwise already published, are handled by the Privacy Officer/Freedom of Information Administrator. In addition, any allegations of breach of Privacy or confidentiality should be referred to the Privacy Officer.

Please contact:

Susan Jakeman, Privacy Officer	473-8964
Brenda Clarke, Secretary	473-8965
Contact for NSH and DGH sites (Third Party release):	
Louise Campbell	464-3103
Contract for all other sites (Third Party release):	
Carolyn Coolen	473-2993
Sandra Coakley	473-5512

4) *Mental Health Legal Liaison Officer*

The Mental Health Legal Liaison Officer is the primary contact for Legal Services in relation to coordination of matters before the Criminal Code Review Board (primarily an issue for East Coast Forensic Hospital staff and physicians) and before the Psychiatric Facilities Review Board in relation to formal patients under mental health provisions of the Hospitals Act. The Legal Liaison Officer can also coordinate with Legal Counsel to obtain legal advice in relation to other mental health issues.

Please contact:

Kelly Rowlett	460-7336
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5) *Education*

All members of the Legal Services Division are available to assist with or to provide education sessions in relation to all legal matters which arise from the operations of Capital Health, any legislation or contracts affecting Capital Health and any insurance, privacy, confidentiality or claims related issues. Please contact:

Kandy Lewis	473-2626
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Safety

Safety Programs is committed to assist department personnel to prevent injuries and protect the safety of patients, staff and visitors throughout the district. All levels of management and their staff share the responsibility to provide a safe working environment to the more than ten thousand employees and innumerable patients and visitors. Policies and Procedures are based on Federal, Provincial and Municipal regulations as they relate to occupational health & safety, such as the Nova Scotia Occupational Health and Safety Regulations.

Complete information and services can be found on the Safety Programs Home Page at:
<http://cdhaintra/departmentservices/peopleServices/wellnessAndSafety/safety/index.html>

Security

Security within Capital Health is the responsibility of the Manager of Environmental Support and Security Services. The level of security provided at each site is diverse and varies from merely establishing who locks/unlocks the building to 24-hour, radio-equipped, response teams.

Role of Security Services:

- Protection of patients, staff, visitors, students as well as all personnel on Capital Health property
- Protection of the property, equipment, buildings and grounds belonging to Capital Health
- Protection of Information

Where will you find Security Services?

There is uniformed Security Service 24/7 at:

- Dartmouth General Hospital
- Hants Community Hospital
- Cobequid Community Health Centre
- QEII Health Sciences Centre (VG and HI sites)
- Nova Scotia Hospital

There is no uniformed Security presence at:

- Musquodoboit Valley Memorial Hospital
- Twin Oaks Memorial Hospital
- Eastern Shore Memorial Hospital

Security Services Provided:

Services provided at each site also vary and may include some or all of the following examples:

- Information
- Access Control
- Key Control
- Valuables Control
- Lost and Found
- Locker Control
- ID Production, Issue and Control
- Education
- Escorts of Personnel and/or cash
- Hazard Reporting
- Fire and Safety Response
- First Aid Response
- Investigations
- Crime Prevention
- Emergency Situation Response Health Policies and Procedures (Codes, Psychiatric, Restraints)
- Locksmith
- Certain Morgue Duties
- Heliport Operations
- Enforcement of Capital Health Policies

Security continued...

Role of Staff and Physicians in Safety and Security:

- If working after normal hours, ensure area is well lit
- Inform others (Security) that you are there
- Never carry large amounts of money
- Leave all unnecessary credit cards at home
- Always secure your valuables
- Always secure your equipment and office
- Report all suspicious persons, i.e. No ID, in the wrong area, etc.

Wearing Your Identification Card is CDHA Policy:

- Assists patients in distinguishing staff
- Assists in distinguishing staff from patients and visitors
- May be required for after-hours access
- May be required when signing out keys
- Required for access during times of emergencies

Note:

- There is a cost for a replacement identification card due to damage or loss
- Reporting a loss immediately will help to restrict others from using it
- You should not be perforate or obscure your ID card
- Your ID card is the property of Capital Health and must be returned should you leave employment

Smoking

There is no smoking on Capital Health Property. There are different rules for patients and staff. As a staff member, you should make yourself aware of the policy at your health care facility so that you may:

1. Assist patients by directing those who smoke to a designated smoking area
2. Report those who consistently violate the policy
3. Be informed, in order to avoid violating the policy yourself if you are a smoker

Library

Capital Health's Health Sciences Libraries collect and make available evidence-based clinical, educational and administrative decision-making tools in support of patient care, management, research and education across all the sites of Capital Health. The libraries have traditional books, journals and video materials. There is an increasing focus on online materials to support Capital Health staff and physicians in their search for up-to-date information and relevant best practices.

Complete information can be found on the Library web page at:

<http://www.cdha.nshealth.ca/health-sciences-library>

Pharmacy

The Pharmacy Department consists of roughly 180 staff including pharmacists, technicians, support personnel and students. It offers a wide variety of drug distribution services ranging from traditional dispensing to full unit dose services, depending on the site. A variety of clinical services is provided to help optimize drug therapy and improve patient outcomes. Staff is extensively involved in training undergraduate pharmacists, technicians and other health care providers through in servicing and teaching sessions.

The Drug Information (DI) Centre is located within the Pharmacy Department at the HI site. This centre is available to all health care providers of Capital Health. The DI Centre is involved with Department publications and supports the development of the Formulary. The Health Canada Atlantic Regional Adverse Reaction Centre is housed within the Drug Information Centre of the Pharmacy Department.

General inquires or comments regarding the department or intranet site can be directed to:
pharmacy@cdha.nshealth.ca

Hours of operation

Location	Hours of Service	Phone #	Fax #
Halifax Infirmary	Monday - Friday 0700 - 2300h Weekends/Holidays 0800 - 2000h	473-2790	473-3701
OR Satellite 5th floor HI	Monday - Friday 0700-1500h	473-8792	Nil
Drug Information Centre	Monday - Friday 0800 - 1600h	473-4211	473-8612
Victoria General 6 North	Monday - Friday 0700 - 2300h Weekends/Holidays 0800 - 2000h	473-6593	473-7810
Victoria General 2 North	Monday - Friday 0800 - 1600h	473-7986	473-1606
Victoria General 11 Vic	Monday - Friday 0830 - 1630h	473-6444	473-6439
Dartmouth General Hospital	Monday - Friday 0800 - 1600h Saturday/Holidays 0800 - 1600h	465-8544	465-8548
The Nova Scotia Hospital	Monday - Friday 0830 - 1630h	464-3269	464-4411
East Coast Forensics Hospital	Monday - Friday 0900 - 1700h Weekends 0900 - 1230h	460-7304	460-7311
Hants Community Hospital	Monday - Friday 0800 - 1600h	792-2070	798-4525
Eastern Shore Memorial Hospital	Monday, Wednesday and Friday 0800 - 1600h	885-3620	885-3210

Complete information, services, resources and links can be found on: the Pharmacy Home Page at
<http://cdhaintra.cdha.nshealth.ca/departmentservices/pharmacy/index.cfm>

General Information

Identification

Employees, students, affiliate learners, medical staff, volunteers, departmental visitors and others are required to wear a Capital Health identification (ID) badge; both the name and picture must be visible at all times while on Capital Health property. The production, issue, and control of ID's are the responsibility of Security Services.

Process for obtaining an ID badge:

1. *Students, Affiliate Learners and Medical Staff:*
 - Department responsible forwards names by e-mail, fax, or memo to Security Services
 - Individual(s) reports to appropriate Security Services location for imaging and badging
2. *Responsibilities:*
 - Department responsible for individual
 - Ensures that all staff are in possession of a Capital Health ID
 - Ensures staff display their identification badges at all times while on Capital Health property
 - Employees/Users:
 - Display badges at all times while on Capital Health property
 - Immediately report loss or theft of ID to Security
 - Ensures cards are properly maintained and no perforations made
 - Returns ID when employment has ceased
 - Security Services:
 - Produces, issues, and controls Capital Health ID's
 - Maintains list of replaced ID's and reason
 - Recovers cost for replacing lost or damaged ID's
 - Conducts periodic scheduled visits throughout Capital Health, capturing images and producing ID's to areas not equipped to do so
 - Ensures policy of wearing ID's is adhered to

Information Technology

The Information Technology & Communication Services (ITCS) Department provides Communication and Computer Services to all staff and physicians at all sites within Capital Health.

ITCS is composed of four groups:

1. *Information Services* provides application services which include projects for implementing new applications or upgrading existing ones plus the ongoing support of the major computer application systems used to manage the vast amount of information within Capital Health.
2. *Desktop Services* provides all the services related to the acquisition and support of PCs and printers. The Helpdesk (473-3399) is the point of contact for these services and for connecting you with the right IT resource to help you.
3. *Infrastructure Services* provides the planning, design, administration and support for enterprise technology platforms including servers, networks, email, and security. This group ensures a reliable, scalable and secure computing infrastructure environment.
4. *Communication Services* provides a variety of services including anything that has to do with telephones, pagers, directory services, operator services, voice mail, and teleconferencing among others.

*** NOTES TO REMEMBER ***

- IT HELPDESK NUMBER IS 473- 3399
- NEVER USE ANOTHER PERSON'S COMPUTER ID
- NEVER ALLOW ANOTHER PERSON TO USE YOUR COMPUTER USER ID
- NEVER SHARE YOUR COMPUTER PASSWORD
- DON'T CAUSE AN OVERLOAD ON THE CAPITAL HEALTH EMAIL SYSTEM (OUTLOOK). YOU SHOULD PERIODICALLY DELETE OLD MESSAGES FROM YOUR MAILBOX, SENT FOLDER AND CABINET FOLDERS. ALSO, YOU SHOULD EMPTY OLD ITEMS FROM YOUR TRASH CAN

DATA STORED ON CAPITAL HEALTH SYSTEMS, (INCLUDING EMAIL) IS THE PROPERTY OF CAPITAL HEALTH

Emergency Voice Codes

All facilities have adopted the National Hospital Association Emergency Voice Codes as a way to indicate to staff that an emergency situation is occurring within the facility.

Code Red Fire - Will signify a fire alert situation in the building. Enact your Fire Procedures.
Code Green Precautionary Evacuation - Precautionary - Indicates the need to evacuate able-bodied patients & visitors as a precaution.
Code Green Stat Evacuation - Crisis - Indicates the need to immediately evacuate an area due to extreme time limitations.
Code Orange External Disaster - Activation of the Reception of Mass Casualties Protocol - Medical or Surgical
Code Yellow Missing Patient - Search your area
Code Black Bomb Threat - Indicates a general bomb threat - Search your area.
Code Gray External Air Exclusion - eliminate all sources of air into the hospital. Close all windows and doors.
Code Brown Hazardous Substance Spill - Notification of the location of a spill or release.
Code White Violent Person - notification of the location of a violent person or situation.
Code Blue Cardiac Arrest/Medical Emergency
Code Pink Pediatric Emergency
Dial "3333" or "0" to report an emergency situation (consult the site emergency procedure for specific information)

The EMERGENCY VOICE CODES are an integral part of each facility's response to emergency situations. Some Codes may be announced on the building's public address system, if there is one, and some may be announced via hospital pagers. Some Codes are common and others are rare. In all cases they are important and require a response from all staff.

The procedures to follow may vary from facility to facility throughout Capital Health. Every employee and physician is responsible for knowing what the announcement means and what procedures or actions to take if a Code is announced.

Pager System

POLICY:

1. The Capital Health Voice Services Group administers the procurement of cellular phones and pagers for Capital Health
2. Department Directors or Dept Heads approve all cell phone and pager requests
3. Cellular phone airtime packages are approved contract packages, in effect at the time of the request
4. Cellular phone and paging devices are selected from the Telecommunications Group list of approved cell phone and paging devices
5. All requirements for **CODE** or **STAT** paging at the **QEII** require a **Capital Health Hospital Pager (CHHP)**. **This policy will be updated as other sites are added to the Capital Health Hospital Paging System**
6. All cell phones and pagers provided by the Capital Health are for the expressed use of Capital Health operational requirements

DEFINITIONS:

1. **Capital Health Hospital Pagers (CHHP)** are pagers used primarily for Capital Health operational paging purposes. CHHP pagers are hosted on a proprietary Capital Health network primarily for use within the hospitals. CHHP pagers have been specifically designed for hospital services and are the only pagers the Capital Health Voice Services Group support for hospital use. This support includes spares availability, full system backup (in the event of system failures), and 24 hour on site pager replacement service. CHHP pagers have a metro-wide operating range; however, all non-hospital locations require user testing to ensure their coverage reliability. **PLEASE NOTE: CHHP pager service is currently only available at the QEII, IWK and ECFPH sites.**
2. **Network Pagers** are primarily for use external to the CHHP Network. Network pagers are provided by an external service provider (local telecom or other carrier networks) and have a broad range of coverage (Provincial and/or National).

PROCEDURE:

1. Determining the communications requirements.
 - a. For help in determining communications requirements, call the Voice Services Group at 473-7000
2. Complete the "Cellular Phone/Pager Request Form"
 - a. Cellular Phone/Pager Request Forms are available from the Voice Services Group by calling 473-7000 or on the Intranet
 - b. Refer to the Voice Services list of approved cell phone and paging devices when selecting a communication device(s) (available from the Intranet or by calling 473-7000 to request an up-to-date list)
 - i. Submit the completed Cellular Phone/Pager Request Form to Voice Services by one of the following means:
 1. Fax the completed request form to Voice Services at 473-8608
 2. Mail a hard copy of the completed request form to Voice Services, room 2012, Abbie J. Lane Building, Camp Hill Site, QEII Health Services Centre
 3. Email request to the Voice.Services@cdha.nshealth.ca

NOTE: All request forms must be authorized by a Department/Program Director or Department Head or the incomplete form will be returned to the department submitting the request.

Voice Mail

Capital Health uses the Meridian Mail voice mail system. Each site has its own access code.

Site	Internal access	External access	Express Messaging
QEII HSC	473-8000	473-8000	473-8001
Cobequid	7000	869-6160	7001
Hants Community	7100	792-2109	7101
Eastern Shore		885-3634	
Twin Oaks	7000	889-4135	7001
Dartmouth General Hospital	473-8000	460-4123	473-8001
NS Hospital	7000	464-6180	7001

Services Available:

- Express messaging
- Remote notification
- Guest mailboxes
- Personal and system distribution lists
- Menu services
- Announcements only
- Inter-site messaging
- Time-of-day defined messaging

1. GENERAL VOICE MAIL INSTRUCTIONS

1. Dial the voice mail access number for your site.
2. Enter your mailbox number when prompted to, followed by #. (IF YOU ARE AT YOUR OWN PHONE just press #, you do not need to enter your mailbox number each time.)
3. Enter your password, followed by #. (IF IT IS THE FIRST TIME YOU ARE LOGGING IN, your password is the same as your mailbox number until you change it.)
4. To log out, press 83, hang up handset.
5. To record PERSONAL VERIFICATION: Log into box (as above)
 - a) (Your name) Press 89
 - b) Press 5 to record your name
 - c) Press # to stop recording
2. To record PERSONAL GREETING: (You may record one greeting for external callers and one for internal callers only. If you wish to record only one, just record external.) A temporary greeting may be recorded for when you are absent, on vacation, etc. Recording this greeting over-rides your other greetings until you return and delete it.
 - a) Log into box
 - b) Press 82
 - c) Select 1 for external greeting
 - d) Press 5 to record
 - e) Press # to stop recording
 - f) Press 2 to play back, 76 to delete

General Voice Mail Instructions continued...

3. Changing PASSWORD: (Must be 6-16 letters/digits)
 - a) Log into box
 - b) Press 84
 - c) Enter new password, press #
 - d) Re-enter new password, press #
 - e) Enter old password to confirm change
 - f) Playing/Deleting Messages:
 - g) Press 2 to play
 - h) Press 1 = back 5 seconds within message
 - i) Press 3 = ahead 5 seconds within message
 - j) Press 4 to go to previous message
 - k) Press 6 to go to next message
 - l) Press # to pause playback
 - m) Press 76 to delete message.
 - n) (Messages should be deleted after you have listened to them.)
4. Express Messaging:
 - a) A quick way to leave someone a message without speaking to them. See the appropriate express messaging access code number for your site under "Voice Mail."
5. Name Addressing:
 - a) If you do not know an individual's mailbox number you can still send them a message. Dial your site's express messaging number, press 11, spell the last name using your keypad.

For Further Assistance call the Voice Services Helpdesk at 473-7000 or refer to the Voice Services Web Page at <http://chdindra.cdha.nshealth.ca/departmentservices/itsite/index.cfm>

Wellness and Respectful Workplace Department



Capital Health is the largest health district in Nova Scotia. More than 10,000 people work at Capital Health, making us the second largest employer in Nova Scotia after the provincial civil service. The people who work at Capital Health have enormous talent and capacity and are dedicated to providing quality care, even in the face of challenges. In order to support employees and physicians to provide this care, Capital Health made creating a healthy workplace one of four strategic directions in 2002.

Capital Health now has a Wellness and Respectful Workplace Department whose job it is to collaborate with many others, particularly our Wellness and Respectful Workplace Council, to make our organization a great place to work. The Human Resources Department is a key partner in this work.

The Wellness and Respectful Workplace Department employs health promotion evidence and programming to contribute to creating a healthy workplace. Our programming is built on a commitment to engage Capital Health employees, physicians and volunteers to work collaboratively towards creating a shared responsibility for health.

Wellness and Respectful Workplace continued...

We use a population health approach to creating a healthy workplace, which means that we are getting at what determines health in organizations, not just the effects of ill health such as stress, absence, bad behaviour etc. The greatest determinants of health in organizations are how we manage, how we communicate and how we make decisions. Many of us at Capital Health are working to impact this deeper level.

We work with the Wellness and Respectful Workplace Council and others at Capital Health using a community development approach - supporting teams or communities to determine and act on the priority health issues.

Capital Health uses a **population health framework** which sets the stage for getting at the fundamental drivers of health in organizations - how we manage, how we communicate and how we make decisions. The Wellness and Respectful Workplace Team leads and facilitates initiatives using community development principles recognizing that there is inherent talent and value in our internal community that we need to tap into and foster. Health promotion strategies such as personal skills building and creating supportive environments are essential tenants of our approach to this work.

We evaluated our progress toward a healthy workplace based on strategy measures developed for the 2002-2006 strategic plan. This comprehensive report indicates that we have made progress in some areas and have opportunities to improve our performance in others. We plan to use this report as body of evidence for our 2006-2010 strategic plan.

For more information, visit Healthy Workplace website at <http://chdintr.nshealth.ca/departmentservices/healthyworkplace/index.html>

Parking

The aim of *Capital Health Parking Services* is to provide parking for Capital Health's most important parking group - its patients, while financially supporting hospital operations and especially capital equipment funding.

To provide optimal parking for our patients, patient and visitor parking areas are located in areas closest to the hospitals. Parking availability for hospital staff is limited on some sites and/or located in areas less convenient for our patients.

Capital Health has a contract with Canpark Services Ltd. to provide staffing and management support for Capital Health Parking Services, with Capital Health retaining full control over parking policy, rates, and budgets. With its national parking management experience and expertise, Canpark was selected to fill this role by Capital Health to maximize operations efficiencies while striving to continually improve the parking service.

Capital Health Parking Services operates the parking lots at the following Capital Health sites:

- Queen Elizabeth II Health Sciences Centre
- Dartmouth General Hospital
- The Nova Scotia Hospital
- Cobequid Community Health Centre

Information on Parking: Phone: (902) 473-2143
Email: parking@cdha.nshealth.ca

Restaurants

Food and Nutrition Services operate employee and visitor dining; and catering services. Restaurant hours of operation vary among Capital Health sites. Vending equipment is strategically placed at most sites throughout Capital Health. The vending machines include cold and hot beverages as well as cold snack foods.

Site	Location	Hours of Operation
QEII		
Scotia Room (includes a Tim Hortons)	Centennial Main	0700-0100 daily
Surgical Sweet	11 Victoria	0730-1330 (Monday-Friday; closed weekends/holidays)
Tim Hortons	Dickson Centre Main	0630-1600 (Monday-Friday; closed weekends/holidays)
Summer Savoury	2nd Floor Halifax Infirmary	0700-1900 daily
Stitches	Level 6 Halifax Infirmary	0730-1330 (Monday-Friday; closed weekends holidays)
Tim Hortons	Summer Street entrance, Halifax Infirmary	0700-1700 (Monday-Friday; closed weekends and holidays)
Parkway Café (plus a Tim Hortons)	Robie Street entrance, Halifax Infirmary	0630-0100 daily
VMB Restaurant	Veterans Memorial Building Main	0730-1430 (closed weekends and holidays)
Nova Scotia Hospital		
Mount Hope Coffee Shop	Main Floor Mount Hope bldg (just inside front door, to the left)	0730 - 1400 (closed weekends and holidays)
Dartmouth General Hospital		
The Getaway Cafe	Lower Level, DGH	0730 - 1515, Monday to Friday (closed weekends and holidays)
Hants Community Hospital		
Restaurant	1st floor (next to gift shop)	0815 - 1030, 1130 - 1400 Monday to Friday (closed weekends/holidays)
Twin Oaks Memorial Hospital		
Restaurant	Main Floor (beside kitchen)	Break: 0930 – 1030 Lunch: 1130 - 1300 Break: 1400 - 1430 Open daily Note: Can order supper from kitchen prior to their closing at 1700 (no regular supper hour set in café)
Musquodoboit Valley Memorial Hospital		
Restaurant	Main Floor (beside kitchen)	Break: 0915 – 1030 Lunch: 1115 - 1300 Break: 1400 - 1430 Open daily Note: Can order supper from kitchen prior to their closing at 1700 (no regular supper hour set in café)
Eastern Shore Memorial Hospital		
Restaurant	Main Floor (beside kitchen)	Break: 1000 – 1030 Lunch: 1200 - 1300 Break: 1500 - 1530 Supper: 1700 - 1800 Open daily

Note: At Twin Oaks Memorial Hospital and Musquodoboit Valley Memorial Hospital, staff can obtain break-time items at any time, if they are unable to make café when it is open.

Shuttle Service

A shuttle service runs between the VG site (pick-up in front of the Mackenzie Building) and HI site (pick-up in front of main doors) daily at no cost to employees/physicians.

Schedule:

		Capital District Health Authority Shuttle Bus Schedule					
MacKenzie Building Pick Up Times			Summer Street Pick Up Times				
700						708	
715						723	
730						738	
745						753	
800						808	
815						823	
830						838	
845						853	
Break						Break	
915						923	
930						938	
945						953	
1000						1008	
1015						1023	
1030						1038	
1045						1053	
Break						Break	
1115						1123	
1130						1138	
1145						1153	
1200						1208	
1215						1223	
1230						1238	
1245						1253	
1300						1308	
1315						1323	
1330						1338	
1345						1353	
Break						Break	
1415						1423	
1430						1438	
1445						1453	
1500						1508	
1515						1523	
1530						1538	
1545						1553	
1600						1608	
1615						1623	
1630						1638	
1645						1653	
Break						Break	

Physician Resources/Links/General Interest

CDHA Clinical Portal:

<http://chdintrac.dha.nshealth.ca/departmentservices/clinicalPortal/index.html>

Canadian Medical Association

<http://www.cma.ca/>

Dalhousie Faculty of Medicine

<http://www.medicine.dal.ca/>

Discover Nova Scotia; Come to Life

<http://www.novascotialife.com/>

Doctors Nova Scotia

<http://www.doctorsns.com/>

Electronic Access to DI Reports

<http://chdintrac.dha.n.ca/departmentservices/itsite/eSignature/index.html>

Greater Halifax Partnership [information on Halifax business, people & community]

<http://www.greaterhalifax.com/en/home/default.aspx>

Nova Scotia College of Physicians and Surgeons

<http://www.cpsns.ns.ca/>

Policies and Procedures

<http://policy.cdha.nshealth.ca>

Provincial Dental Board

<http://www.pdbns.ca/>