

# Annual Accountability Report

on Emergency Departments

April 1, 2020 – March 31, 2021



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Annual Accountability Report on Emergency Departments

April 1, 2020 – March 31, 2021

Department of Health and Wellness

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# Introduction

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This report presents data from Nova Scotia Health Authority (NSHA) and the IWK Health Centre (IWK) related to emergency department (ED) closures between April 1, 2020 – March 31, 2021.

Emergency departments (ED) and Intensive Care Units (ICU) continue to experience disruptions due to a combination of factors including staff shortage, difficulty in recruiting in rural Nova Scotia and occupational health and safety, infection prevention and control and public health measures, resulting from the COVID-19 pandemic. Despite these challenges, the government and NSHA continue to work collaboratively to improve access to quality healthcare in Nova Scotia. Investments in several key initiatives are helping to reintroduce health services and programs impacted by COVID-19 and ensure Nova Scotians have access to the care they need when they need it.

The government, in collaboration with Doctors Nova Scotia and NSHA, is creating more pathways for doctors and other health-care professionals to practice in the province. The new Office of Healthcare Professionals Recruitment is working to ensure the Province recruits and retains enough doctors, nurses, and other healthcare professionals to improve access to care across Nova Scotia.

Continued support and investment in health professionals' recruitment efforts includes increasing the number of nurse practitioners working in long term care, a nursing mentorship program to help match new graduates with jobs in Nova Scotia, expansion of VirtualCareNS, and capital investments to accommodate additional spaces for family medicine residency programs in rural communities.

Timely access to quality healthcare and supporting return to optimal healthcare service delivery remains top priority, and the new plan "Hope for Health Care" involves short- and longer-term strategies to improve wait times, patient care, and how to recruit and retain healthcare workers.

## **Responsibilities and Accountabilities**

The Annual Accountability Report on Emergency Departments for the fiscal year ending March 31, 2020, is prepared pursuant to Section 6 of the Emergency Department Accountability Act (2014). This Act requires the Nova Scotia Health Authority and the IWK Health Centre report on all emergency department closures, hold public consultations in communities that have experienced a pattern of ongoing closures, and report on the outcomes of those consultations directly to the Minister of Health and Wellness.

Some hospitals in the province have established hours of operation that are different than 24/7. These are considered scheduled hours of closure and were established after consultation with communities. In 2020–21, 15 hospitals experienced temporary closures

because of emergency department staff (nurses, physicians, or paramedics) unavailability.

The government and NSHA continue working collaboratively to advance initiatives that will improve the quality and access of healthcare in Nova Scotia. There have been investments in a number of areas including a new contract with the province's doctors that will help with access and recruitment; a commitment to hire graduating nurses for the next five years, an increase in the number of seats for nurse practitioner training and for doctor training at Dalhousie medical school; continued work on the once-in-a-generation redevelopment of health infrastructure through the QEII New Generation and Cape Breton Regional Municipality Health Care Redevelopment projects as well as infrastructure investments in South Shore Regional, Yarmouth Regional, North Cumberland, and Cumberland Regional Hospitals.

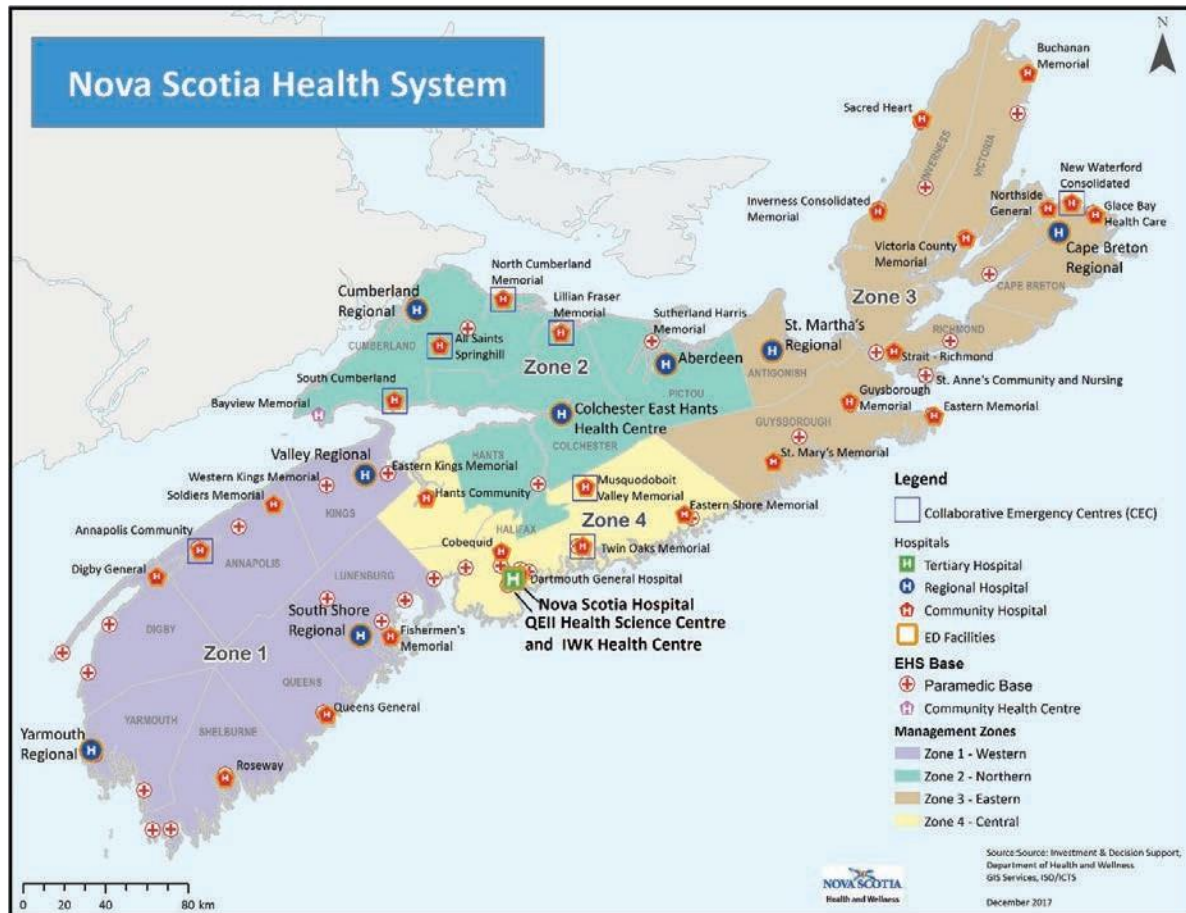
At the same time, the government continues to expand collaborative family practice teams across the province, as well as collaborating with pharmacists, paramedics, and other healthcare professionals to enable them to work to their full scope of practice, giving Nova Scotians another option to access the care they need.

On March 22, 2020, Nova Scotia declared a state of emergency to help contain the spread of COVID-19. In the weeks leading up to the pandemic and in anticipation of its singular focus on providing healthcare service during a global pandemic, NSHA canceled all public meetings, including public consultations, on emergency department closures.

# Emergency Care in Nova Scotia

Emergency departments (EDs) and their staff are an essential part of the province's healthcare system, quickly assessing and managing patients with unexpected illness or injury.

Most of Nova Scotia's 38 emergency departments operate on a 24/7 schedule, except for seven that have established different hours of operation after consultation with communities. These facilities are considered to have scheduled hours of closure. Unplanned emergency department closures are considered temporary closures. Typically, these closures are due to unavailability of emergency department staff (doctors, nurses, or paramedics). Fifteen community hospitals experienced temporary closures in 2020–2021.

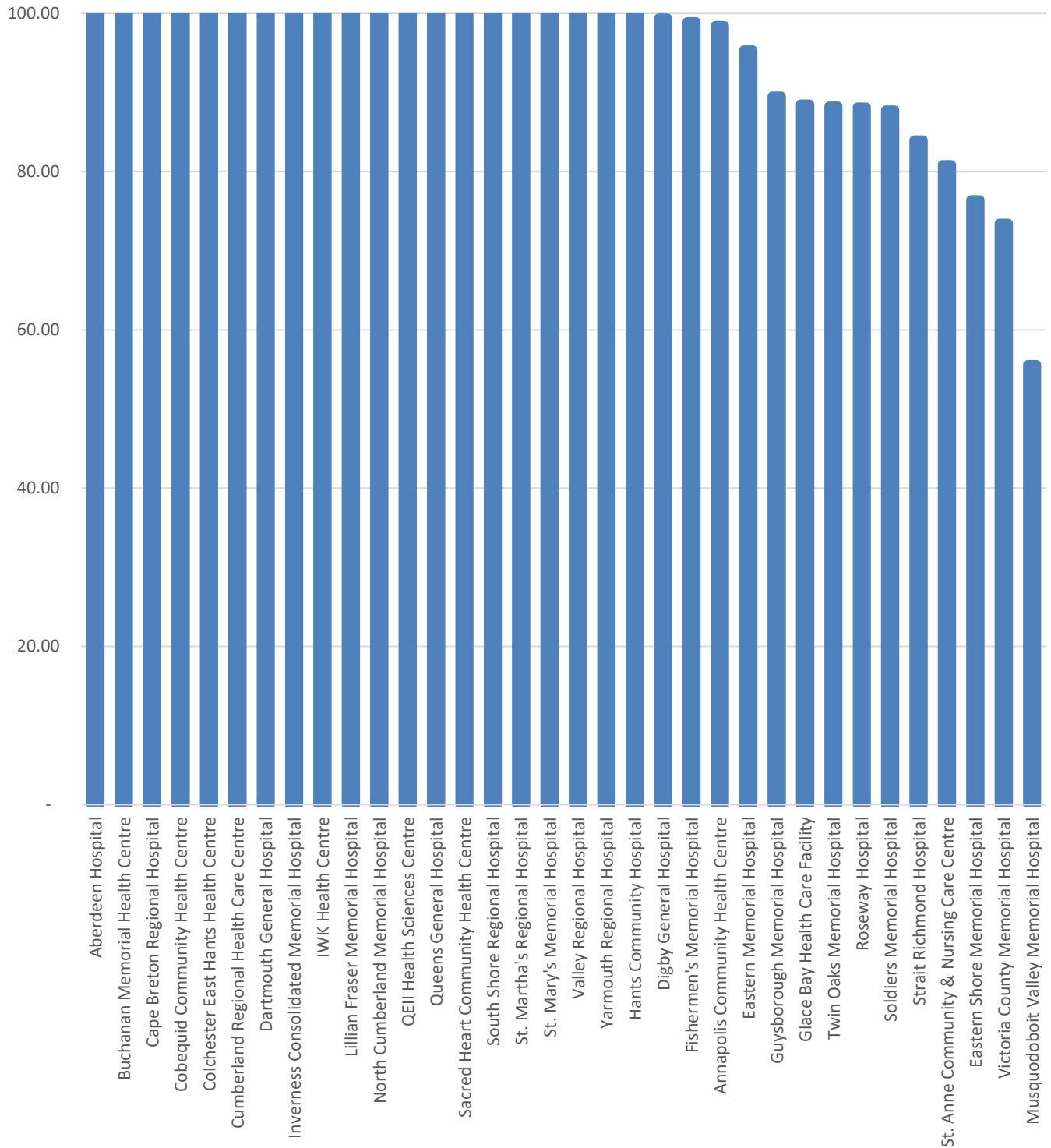


Most temporary closures occur in smaller, rural emergency departments. Tertiary care (IWK Health Centre and QEII Health Sciences Centre) and regional hospital emergency departments are required to be open 24 hours a day, seven days a week, 365 days a year. In community hospitals, when an ED has experienced an ongoing pattern of closures, NSHA consults with the local community to address concerns and identify a course of action.

More information on consultations held in 2020–21 is included in this report.

# Emergency Department Closures

Percentage of Scheduled Hours Open for Emergency Department, 2020-21



## Hours of Operation and Collaborative Emergency Centres

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Nova Scotia's emergency care system includes two tertiary care hospitals (QEII and IWK); nine regional hospitals; 19 community hospitals with emergency departments; eight collaborative emergency centres, and a 24/7/365 emergency health services (EHS) system. In addition, the province has a telecare service (811) to provide nursing advice and help callers determine the most appropriate level of care for their needs, and a mobile mental health line to support people in crisis.

| Facility Type                  | Scheduled hours of operation |
|--------------------------------|------------------------------|
| QEII and IWK                   | 24/7                         |
| Regional hospital              | 24/7                         |
| Community hospital             | Varies by facility           |
| Collaborative Emergency Centre | Varies by facility           |
| 911 Emergency Health Services  | 24/7                         |
| 811 Nurse Telecare             | 24/7                         |
| Mobile crisis line             | 24/7                         |

Regional hospitals are required to maintain a 24/7, year-round schedule, and every effort is made to maintain a 24/7, year-round schedule for community hospitals with emergency departments.

### CHANGES TO SCHEDULED HOURS IN 2020–21

At the beginning of 2020, the province worked collaboratively with NSHA to plan and prepare for providing health service delivery during the COVID-19 pandemic. This included the consolidation of various emergency services, reassignment of emergency and critical care trained registered nurses, as well as model of care enhancements at various emergency departments to ensure Nova Scotians had access to emergency care when needed.

As of September 3, 2021 the ED and ICU at Cumberland Regional Health Care (CRHCC) reduced ICU beds from five to three and closed two intermediate care unit beds. To minimize disruptions, the NSHA redirected resources (nursing staff) to CRHCC from nearby community based care at All Saints Springhill Hospital (ASSH). As of October 1, 2021, ASSH Collaborative Emergency Center (CEC) is reducing its daily operating hours from 7 a.m. to 7 p.m., to 8 a.m. to 4 p.m., Monday to Friday, freeing up four full-time equivalent (FTE) registered nurses (RN) for redeployment to the CHRECC Emergency department.

On September 29, 2019, the New Waterford Consolidated Hospital closed its emergency department to complete renovations as required by the local fire marshal.

## COLLABORATIVE EMERGENCY CENTRES

Collaborative Emergency Centres (CECs) were designed to provide access to primary healthcare with same-day or next-day appointments with expanded hours and a team approach to care. During nighttime hours, most CECs have a collaborative care team available made up of paramedics and/or RNs who are supported by an Emergency Health Services (EHS) physician providing oversight via phone consultation. There are eight CECs across the province.

| Facility                               | Community            | Scheduled hours of operation **                                                                                                                                                                                                                                                                                                                                                                            |
|----------------------------------------|----------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| South Cumberland Community Care Centre | Parrsboro            | Closed since March 2020*                                                                                                                                                                                                                                                                                                                                                                                   |
| All Saints Springhill Hospital         | Springhill           | Closed                                                                                                                                                                                                                                                                                                                                                                                                     |
| North Cumberland Memorial Hospital     | Pugwash              | Closed                                                                                                                                                                                                                                                                                                                                                                                                     |
| Lillian Fraser Memorial Hospital       | Tatamagouche         | Daily (7 days/week):<br>Monday – Friday, 8:00 am – 4:00 pm                                                                                                                                                                                                                                                                                                                                                 |
|                                        |                      | Saturday – Sunday, 8:00 am – 8:00 pm                                                                                                                                                                                                                                                                                                                                                                       |
| Annapolis Community Health Centre      | Annapolis Royal      | <b>April 2020</b><br>Closed every Tue & Thu, open Sat & Sun 8-8<br><b>May 2020 to Oct 2020</b><br>Open 7 days a week (split shifts 8-2 & 2-8)<br><b>Nov 2020 to Dec 2020</b><br>Closed Sat & Sun<br><b>Jan 2021</b><br>Closed Sundays<br><b>Feb 2021</b><br>Closed Sat & Sun, as well as two weekdays each week.<br><b>Mar 2021</b><br>Open (8-8) Mon-Fri (mostly split shifts 8-3 & 1-8), (8-3) Sat & Sun |
| Musquodoboit Valley Memorial Hospital  | Middle Musquodoboit  | Daily (7 days/week):<br>8:00 am – 8:00 pm                                                                                                                                                                                                                                                                                                                                                                  |
| Twin Oaks Memorial Hospital            | Musquodoboit Harbour | 24/7 year-round                                                                                                                                                                                                                                                                                                                                                                                            |
| New Waterford Consolidated Hospital    | New Waterford        | Closed since September 2019***                                                                                                                                                                                                                                                                                                                                                                             |

\*\*Beginning in early 2020, to proactively respond to changing conditions and enhance the system's ability to respond during the COVID-19 pandemic, the roles of various collaborative emergency centres were modified to better align available resources with care needs.

\*\*\* New Waterford Consolidated remains closed since September 2019 for renovations and due to health human resources has not returned to service.

## ED Hours Closed/Open (by Zone, Facility and Facility Type), 2020–21

| Zone         | Facility Type | Facility Name                     | Hours of Closure (2020/21) |               |        | Hours Open<br>2020/21 | % Open<br>2020/21 |
|--------------|---------------|-----------------------------------|----------------------------|---------------|--------|-----------------------|-------------------|
|              |               |                                   | Temporary                  | Scheduled     | Total  |                       |                   |
| 1            | Regional      | South Shore Regional Hospital     | 0.0                        | 0.0           | 6206.0 | 8,760.0               | 100%              |
|              | Regional      | Yarmouth Regional Hospital        | 0.0                        | 0.0           |        | 8,760.0               | 100%              |
|              | Regional      | Valley Regional Hospital          | 0.0                        | 0.0           |        | 8,760.0               | 100%              |
|              | Community     | Digby General Hospital            | 50.0                       | 0.0           |        | 8,710.0               | 99%               |
|              | Community     | Fishermen's Memorial Hospital     | 58.0                       | 3,285.0       |        | 5,417.0               | 99%               |
|              | Community     | Roseway Hospital                  | 1,038.0                    | 0.0           |        | 7,722.0               | 88%               |
|              | Community     | Soldiers Memorial Hospital        | 1,071.0                    | 0.0           |        | 7,689.0               | 88%               |
|              | Community     | Queens General Hospital           | 0.0                        | 0.0           |        | 8,760.0               | 100%              |
|              | CEC           | Annapolis Community Health Centre | 124.0                      | 580.0         |        | 8,056.0               | 98%               |
| <b>Total</b> |               |                                   | <b>2,341.0</b>             | <b>3865.0</b> |        | <b>72,634.0</b>       | <b>97%</b>        |

|              |          |                                        |            |                 |          |                 |             |
|--------------|----------|----------------------------------------|------------|-----------------|----------|-----------------|-------------|
| 2            | Regional | Colchester East Hants Health Centre    | 0.0        | 0.0             | 27,355.0 | 8,760.0         | 100%        |
|              | Regional | Cumberland Regional Health Care Centre | 0.0        | 0.0             |          | 8,760.0         | 100%        |
|              | Regional | Aberdeen Hospital                      | 0.0        | 0.0             |          | 8,760.0         | 100%        |
|              | CEC      | All Saints Springhill Hospital         | 0.0        | 8,760.0         |          | 0.0             | 0%          |
|              | CEC      | North Cumberland Memorial Hospital     | 0.0        | 4,380.0         |          | 4,380.0         | 100%        |
|              | CEC      | South Cumberland Community Care Centre | 0.0        | 8,760.0         |          | 0.0             | 0%          |
|              | CEC      | Lillian Fraser Memorial Hospital       | 0.0        | 5,455.0         |          | 3,305.0         | 100%        |
| <b>Total</b> |          |                                        | <b>0.0</b> | <b>27,355.0</b> |          | <b>33,965.0</b> | <b>100%</b> |

|              |           |                                          |                |                 |          |                 |            |
|--------------|-----------|------------------------------------------|----------------|-----------------|----------|-----------------|------------|
| 3            | Regional  | Cape Breton Regional Hospital            | 0.0            | 0.0             | 26,342.5 | 8,760.0         | 100%       |
|              | Regional  | St. Martha's Regional Hospital           | 0.0            | 0.0             |          | 8,760.0         | 100%       |
|              | Community | Eastern Memorial Hospital                | 352.0          | 1,152.0         |          | 7,256.0         | 95%        |
|              | Community | Guysborough Memorial Hospital            | 915.0          | 0.0             |          | 7,845.0         | 90%        |
|              | Community | St. Anne Community & Nursing Care Centre | 1,675.0        | 0.0             |          | 7,085.0         | 81%        |
|              | Community | St. Mary's Memorial Hospital             | 0.0            | 0.0             |          | 8,760.0         | 100%       |
|              | Community | Strait Richmond Hospital                 | 1,400.0        | 0.0             |          | 7,360.0         | 84%        |
|              | Community | Buchanan Memorial Health Centre          | 0.0            | 0.0             |          | 8,760.0         | 100%       |
|              | Community | Glace Bay Health Care Facility           | 1,004.0        | 0.0             |          | 7,756.0         | 89%        |
|              | Community | Inverness Consolidated Memorial Hospital | 0.0            | 0.0             |          | 8,760.0         | 100%       |
|              | Community | Victoria County Memorial Hospital        | 2,324.5        | 0.0             |          | 6,435.5         | 73%        |
|              | Community | Northside General Hospital               | 0.0            | 8,760.0         |          | 0.0             | 0%         |
|              | Community | Sacred Heart Community Health Centre     | 0.0            | 0.0             |          | 8,760.0         | 100%       |
|              | CEC       | New Waterford Consolidated Hospital      | 0.0            | 8,760.0         |          | 0.0             | 0%         |
| <b>Total</b> |           |                                          | <b>7,670.5</b> | <b>18,672.0</b> |          | <b>96,297.5</b> | <b>93%</b> |

|   |          |                             |     |     |                |         |      |
|---|----------|-----------------------------|-----|-----|----------------|---------|------|
| 4 | Tertiary | QEll Health Sciences Centre | 0.0 | 0.0 | <b>9,424.5</b> | 8,760.0 | 100% |
|---|----------|-----------------------------|-----|-----|----------------|---------|------|

|              |           |                                       |                |                |  |                 |            |
|--------------|-----------|---------------------------------------|----------------|----------------|--|-----------------|------------|
|              | Regional  | Dartmouth General Hospital            | 0.0            | 0.0            |  | 8,760.0         | 100%       |
|              | Community | Cobequid Community Health Centre      | 0.0            | 0.0            |  | 6,570.0         | 100%       |
|              | Community | Eastern Shore Memorial Hospital       | 2,063.0        | 0.0            |  | 6,697.0         | 76%        |
|              | Community | Hants Community Hospital              | 10.5           | 0.0            |  | 8,749.5         | 100%       |
|              | CEC       | Musquodoboit Valley Memorial Hospital | 1,945.0        | 4,380.0        |  | 2,435.0         | 56%        |
|              | CEC       | Twin Oaks Memorial Hospital           | 1,026.0        | 0.0            |  | 7,734.0         | 88%        |
| <b>Total</b> |           |                                       | <b>5,044.5</b> | <b>4,380.0</b> |  | <b>49,705.5</b> | <b>87%</b> |

|     |              |                   |                 |                 |                 |                  |            |
|-----|--------------|-------------------|-----------------|-----------------|-----------------|------------------|------------|
| IWK | Tertiary     | IWK Health Centre | 0.0             | 0.0             |                 | 8,760.0          | 100%       |
|     | <b>TOTAL</b> |                   | <b>15,056.0</b> | <b>54,272.0</b> | <b>69,328.0</b> | <b>261,362.0</b> | <b>94%</b> |

# Temporary ED Closure Hours and Public Consultations by Zone

Where an emergency department of a health authority has experienced an ongoing pattern closure of the emergency department in the last fiscal year, the health authority shall consult with the community served by the emergency department as part of the consultations conducted in accordance with the next public engagement plan as defined by the Health Authorities Act (Emergency Department Accountability Act, 2014<sup>1</sup>).

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

## WESTERN ZONE (1)

| Facility                          | Hours of temporary ED closures |
|-----------------------------------|--------------------------------|
| Annapolis Community Health Centre | 124.0 hours                    |
| Digby General Hospital            | 50.0 hours                     |
| Fishermen's Memorial Hospital     | 58.0 hours                     |
| Roseway Hospital                  | 1,038.0 hours                  |
| Soldiers Memorial Hospital        | 1,071.0 hours                  |
| Total                             | 2,341.0 hours                  |

### Public Consultation: Roseway Hospital

| Date                                                                                                                                                                                                                                                                  | Chair/Speakers                                                      | Attendance |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------|------------|
| October 8, 2020                                                                                                                                                                                                                                                       | Co-Chairs, Community Stakeholders Group                             | 10         |
| <b>Summary of discussion:</b> <ul style="list-style-type: none"> <li>Strategies for recruitment. This is a newly revived committee with a broader representation from municipal units, NSHA and the community. A forum to share information and brainstorm</li> </ul> |                                                                     |            |
| <b>Action (specific to Emergency Departments):</b> <ul style="list-style-type: none"> <li>Work together to understand best approach to sustainable recruitment and retention of healthcare professionals</li> </ul>                                                   |                                                                     |            |
| Date                                                                                                                                                                                                                                                                  | Chair/Speakers                                                      | Attendance |
| October 13, 2020                                                                                                                                                                                                                                                      | Chair, Health Care Professional Recruitment and Retention Committee | 6          |
| <b>Summary of discussion:</b> <ul style="list-style-type: none"> <li>Strategies for recruiting positions for emergency department as well as inpatient and primary care</li> </ul>                                                                                    |                                                                     |            |
| <b>Action (specific to Emergency Departments):</b> <ul style="list-style-type: none"> <li>Develop strategies for recruiting positions for emergency department</li> </ul>                                                                                             |                                                                     |            |

|                                                                                                                                                                                                                                                                       |                                                                                              |                         |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|-------------------------|
| <b>Date</b><br>Nov 19, 2020                                                                                                                                                                                                                                           | <b>Chair/Speakers</b><br>Co-Chairs, Community Stakeholders Group                             | <b>Attendance</b><br>13 |
| <b>Summary of discussion:</b> <ul style="list-style-type: none"> <li>Discuss strategies for recruitment</li> </ul>                                                                                                                                                    |                                                                                              |                         |
| <b>Action (specific to Emergency Departments):</b> <ul style="list-style-type: none"> <li>Work together to understand best approach to sustainable recruitment and retention of healthcare professionals</li> </ul>                                                   |                                                                                              |                         |
| <b>Date</b><br>Nov 24, 2020                                                                                                                                                                                                                                           | <b>Chair/Speakers</b><br>Chair, Health Care Professional Recruitment and Retention Committee | <b>Attendance</b><br>6  |
| <b>Summary of discussion:</b> <ul style="list-style-type: none"> <li>Strategies for recruiting positions for emergency department as well as inpatient and primary care</li> </ul>                                                                                    |                                                                                              |                         |
| <b>Action (specific to Emergency Departments):</b> <ul style="list-style-type: none"> <li>Work together to understand best approach to sustainable recruitment and retention of healthcare professionals</li> </ul>                                                   |                                                                                              |                         |
| <b>Date</b><br>Dec 17, 2020                                                                                                                                                                                                                                           | <b>Chair/Speakers</b><br>Chair, Community Stakeholders Group                                 | <b>Attendance</b><br>8  |
| <b>Summary of discussion:</b><br>Municipality & Town of Shelburne <ul style="list-style-type: none"> <li>Discussion pertaining to emergency department closures and strategies that the municipality could assist with (i.e., remuneration)</li> </ul>                |                                                                                              |                         |
| <b>Action (specific to Emergency Departments):</b> <ul style="list-style-type: none"> <li>Commit to continued communication and inclusion in site visits when possible</li> </ul>                                                                                     |                                                                                              |                         |
| <b>Date</b><br>Feb 11, 2021                                                                                                                                                                                                                                           | <b>Chair/Speakers</b><br>Co-Chairs, Community Stakeholders Group                             | <b>Attendance</b><br>10 |
| <b>Summary of discussion:</b> <ul style="list-style-type: none"> <li>Strategies for recruitment. This is a newly revived committee with a broader representation from municipal units, NSHA and the community. A forum to share information and brainstorm</li> </ul> |                                                                                              |                         |
| <b>Action (specific to Emergency Departments):</b> <ul style="list-style-type: none"> <li>Work together to understand best approach to sustainable recruitment and retention of healthcare professionals</li> </ul>                                                   |                                                                                              |                         |
| <b>Date</b><br>Feb 20, 2021                                                                                                                                                                                                                                           | <b>Chair/Speakers</b><br>Chair, Health Care Professional Recruitment & Retention Committee   | <b>Attendance</b><br>6  |
| <b>Summary of discussion:</b> <ul style="list-style-type: none"> <li>Strategies for recruiting positions for emergency department as well as inpatient and primary care</li> </ul>                                                                                    |                                                                                              |                         |
| <b>Action (specific to Emergency Departments):</b> <ul style="list-style-type: none"> <li>Develop strategies for recruiting positions for emergency department</li> </ul>                                                                                             |                                                                                              |                         |

| <b>Date</b>                                                                                                                                                                                                           | <b>Chair/Speakers</b>                   | <b>Attendance</b> |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|-------------------|
| March 11, 2021                                                                                                                                                                                                        | Co-Chairs, Community Stakeholders Group | 18                |
| <b>Summary of discussion:</b> <ul style="list-style-type: none"> <li>• Open forum with members of the community to share information and brainstorm strategies for recruitment</li> </ul>                             |                                         |                   |
| <b>Action (specific to Emergency Departments):</b> <ul style="list-style-type: none"> <li>• Work together to understand best approach to sustainable recruitment and retention of healthcare professionals</li> </ul> |                                         |                   |

### **Public Consultation: Annapolis Community Health Centre**

| <b>Date</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>Chair Speaker</b>                                                                                                                                                          | <b>Attendance</b> |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
| Nov 24, 2020                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Site Leader, Manager Emergency Department, Director Health Service Emergency Program, Primary Health Care Director, Site Medical Director, Zone Operations Executive Director | 20                |
| <b>Summary of discussion</b> <ul style="list-style-type: none"> <li>• Community partners and local media were invited to participate in a virtual conversation regarding highlights from the site overall, collaborative emergency centre (CEC) closures, access to primary care, recruitment, and Nova Scotia Health's response to COVID-19 pandemic</li> <li>• CEC closure dashboard data was discussed in detail including closure frequency, patient data, causes and impact</li> <li>• Details regarding provincial and local initiatives to reduce closures were discussed. As part of the recruitment conversation the need for housing locally was identified and discussed as a critical success factor for recruitment and retention. Community partners were given an opportunity to ask questions as well</li> </ul> |                                                                                                                                                                               |                   |
| <b>Action (specific to Emergency Departments):</b> <ul style="list-style-type: none"> <li>• Commitment to continued communication with the community</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                               |                   |

### Public Consultation: Fisherman's Memorial Hospital

| Date                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Chair Speaker                                                                                                                                                                                                       | Attendance |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|
| March 23, 2021                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Site Leader/Manager Emergency Department, Director Health Service Emergency Program, Primary Health Care Manager, Physicians Medical Site Lead, Zone Medical Executive Director, Zone Operations Executive Director | 15         |
| <b>Summary of discussion</b> <ul style="list-style-type: none"> <li>Community partners participated in a virtual conversation regarding highlights from the site overall, emergency department closures, access to primary care, and NSHA's response to COVID-19 pandemic</li> <li>Emergency department closure dashboard data was discussed in detail including closure frequency, patient presentation demographics and top five reasons for visit data, causes and impact</li> <li>Details regarding provincial and local initiatives to reduce closures were discussed. Community partners were given an opportunity to ask questions as well</li> </ul> |                                                                                                                                                                                                                     |            |
| <b>Action (specific to Emergency Departments):</b> <ul style="list-style-type: none"> <li>Continue communication with community stakeholders and seeking opportunities to continue to work together</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                     |            |

### Public Consultation: Soldiers Memorial Hospital

| Date                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Chair Speaker                                                                                                                                                                                                             | Attendance |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|
| March 31, 2021                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Site Leader, Manager Emergency Department, Director Health Service Emergency Program, Primary Health Care Director and local Physician Recruiter, Emergency Department Physician Lead, Zone Operations Executive Director | 34         |
| <b>Summary of discussion</b> <ul style="list-style-type: none"> <li>Community partners participated in a virtual conversation regarding highlights from the site overall, emergency department closures information, access to primary care, physician recruitment and NSHA's response to COVID-19 pandemic.</li> <li>Emergency department closure dashboard data was discussed in detail including closure frequency, patient presentation demographics and top five reasons for visit data, causes and impact.</li> <li>Details regarding provincial and local initiatives to reduce closures were discussed. Community partners were given an opportunity to ask questions as well</li> </ul> |                                                                                                                                                                                                                           |            |
| <b>Action (specific to Emergency Departments):</b> <ul style="list-style-type: none"> <li>Commitment to continued communication with the community</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                           |            |

## NORTHERN ZONE (2)

| Facility                               | Hours of temporary ED closures |
|----------------------------------------|--------------------------------|
| Aberdeen Hospital                      | 0.0 hours                      |
| Colchester East Hants Health Centre    | 0.0 hours                      |
| Cumberland Regional Health Care Centre | 0.0 hours                      |
| Total                                  | 0.0 hours                      |

### EASTERN ZONE (3)

| Facility                                 | Hours of temporary ED closures |
|------------------------------------------|--------------------------------|
| Eastern Memorial Hospital                | 352.0 hours                    |
| Glace Bay Health Care Facility           | 1004.0 hours                   |
| Guysborough Memorial Hospital            | 915.0 hours                    |
| St. Anne Community & Nursing Care Centre | 1,675.0 hours                  |
| Strait Richmond Hospital                 | 1,400.0 hours                  |
| Victoria County Memorial Hospital        | 2,324.5 hours                  |
| <b>Total</b>                             | <b>7,670.5 hours</b>           |

#### Public Consultation: Eastern Memorial Hospital

| <b>PUBLIC CONSULTATION: Eastern Memorial Hospital and Canso Area Working Group</b>                                                                                                                                                                                                                                                                                                                                      |                                                                                                 |                   |
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| <b>Date</b>                                                                                                                                                                                                                                                                                                                                                                                                             | <b>Chair/Speakers</b>                                                                           | <b>Attendance</b> |
| April 6, 2020                                                                                                                                                                                                                                                                                                                                                                                                           | Director, Integrated Health Rural Hospitals,<br>Facility Manager, Guysborough Memorial Hospital | 12                |
| <b>Summary of discussion:</b> <ul style="list-style-type: none"> <li>• Pandemic Planning</li> <li>• Ongoing recruitment issues and staffing coverage</li> <li>• Pandemic causing cancellation of travel nurses and delays in hiring outside of the province</li> </ul>                                                                                                                                                  |                                                                                                 |                   |
| <b>Action (specific to Emergency Departments):</b> <ul style="list-style-type: none"> <li>• Municipal incentives to help with nursing vacancies</li> <li>• Ongoing work on physician recruitment</li> <li>• Update on physician recruitment. Coverage obtained for June, still working on July/August</li> <li>• Pandemic causing cancellation of travel nurses and delays in hiring outside of the province</li> </ul> |                                                                                                 |                   |
| <b>Date</b>                                                                                                                                                                                                                                                                                                                                                                                                             | <b>Chair/Speakers</b>                                                                           | <b>Attendance</b> |
| June 1, 2020<br>Teleconference                                                                                                                                                                                                                                                                                                                                                                                          | Director, Integrated Health Rural Hospitals,<br>Facility Manager, Guysborough Memorial Hospital | 12                |
| <b>Summary of discussion:</b> <ul style="list-style-type: none"> <li>• Continued efforts underway with recruitment efforts. Pandemic has resulted in delays for physician recruitment outside of Nova Scotia</li> </ul>                                                                                                                                                                                                 |                                                                                                 |                   |
| <b>Action (specific to Emergency Departments):</b> <ul style="list-style-type: none"> <li>• Working with municipality on incentives</li> <li>• Continued efforts with NSHA and community to recruit</li> </ul>                                                                                                                                                                                                          |                                                                                                 |                   |

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| <b>Date</b><br>June 17, 2020                                                                                                                                                                                                                                                                                                                | <b>Chair/Speakers</b><br>Director, Integrated Health Rural Hospitals,<br>Community Member                               | <b>Attendance</b><br>10 |
| <b>Summary of discussion:</b>                                                                                                                                                                                                                                                                                                               |                                                                                                                         |                         |
| <ul style="list-style-type: none"> <li>Update on physician coverage</li> </ul>                                                                                                                                                                                                                                                              |                                                                                                                         |                         |
| <b>Action (specific to Emergency Departments):</b>                                                                                                                                                                                                                                                                                          |                                                                                                                         |                         |
| <ul style="list-style-type: none"> <li>Continued efforts with NSHA and community to recruit</li> </ul>                                                                                                                                                                                                                                      |                                                                                                                         |                         |
| <b>PUBLIC CONSULTATION: Canso Area Stakeholder Working Group</b>                                                                                                                                                                                                                                                                            |                                                                                                                         |                         |
| <b>Date</b><br>May 4, 2020                                                                                                                                                                                                                                                                                                                  | <b>Chair/Speakers</b><br>Director, Integrated Health Rural Hospitals,<br>Facility manager Guysborough Memorial Hospital | <b>Attendance</b><br>12 |
| <b>Summary of discussion:</b>                                                                                                                                                                                                                                                                                                               |                                                                                                                         |                         |
| <ul style="list-style-type: none"> <li>Ongoing physician recruitment</li> <li>Nursing vacancies, working to increase FTE to 1.0</li> </ul>                                                                                                                                                                                                  |                                                                                                                         |                         |
| <b>Action (specific to Emergency Departments):</b>                                                                                                                                                                                                                                                                                          |                                                                                                                         |                         |
| <ul style="list-style-type: none"> <li>Continue working on securing coverage</li> <li>Ongoing NSHA and community support with recruitment efforts (incentives)</li> <li>Requesting approval to increase to 1.0 FTE from retiring RN</li> </ul>                                                                                              |                                                                                                                         |                         |
| <b>PUBLIC CONSULTATION: Canso Working Group</b>                                                                                                                                                                                                                                                                                             |                                                                                                                         |                         |
| <b>Date</b><br>October 5, 2020                                                                                                                                                                                                                                                                                                              | <b>Chair/Speakers</b><br>Director, Integrated Health Rural Hospitals,<br>Facility manager Guysborough Memorial Hospital | <b>Attendance</b><br>10 |
| <b>Summary of discussion:</b>                                                                                                                                                                                                                                                                                                               |                                                                                                                         |                         |
| <ul style="list-style-type: none"> <li>Review of current staffing and physician coverage</li> <li>Pandemic causing delays in hiring outside of the province</li> <li>Pandemic planning – second wave</li> <li>Community conversations – next steps</li> <li>Physician recruitment update</li> </ul>                                         |                                                                                                                         |                         |
| <b>Action (specific to Emergency Departments):</b>                                                                                                                                                                                                                                                                                          |                                                                                                                         |                         |
| <ul style="list-style-type: none"> <li>Ongoing recruitment for nurses; upcoming virtual recruitment fair at St. FX</li> <li>Ongoing efforts to secure housing for new staff and physicians</li> <li>Ongoing efforts for physician recruitment to community</li> <li>Discussion of a holistic approach to healthcare in community</li> </ul> |                                                                                                                         |                         |

| <b>Date</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <b>Chair/Speakers</b>                                            | <b>Attendance</b> |
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| Nov 2, 2020                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Director, Integrated Health Rural Hospital                       | 13                |
| <b>Summary of discussion:</b> <ul style="list-style-type: none"> <li>• Review ongoing staffing vacancies</li> <li>• Physician coverage</li> <li>• Pandemic Planning, second wave</li> <li>• Community lead proposal of pilot project for rural healthcare – physician recruitment aspect</li> <li>• Working group update to community</li> </ul>                                                                                                                                                                                                                                                                                                                                                                         |                                                                  |                   |
| <b>Action (specific to Emergency Departments):</b> <ul style="list-style-type: none"> <li>• Consultant to meet with working group to provide an introduction of their current work and proposed actions</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                  |                   |
| <b>Date</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <b>Chair/Speaker</b>                                             | <b>Attendance</b> |
| Nov 30, 2020                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Director, Integrated Health Rural Hospitals,<br>Community Member | 12                |
| <b>Summary of discussion:</b> <ul style="list-style-type: none"> <li>• Ongoing physician coverage</li> <li>• Pandemic Planning</li> <li>• Working Group Membership</li> <li>• Online/call in appointment for lab services</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                  |                   |
| <b>Action (specific to Emergency Departments):</b> <ul style="list-style-type: none"> <li>• Continue working on physician coverage</li> <li>• Request update from consultants</li> <li>• Potential to increase testing in Primary Assessment Centres</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                  |                   |
| <b>Date</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <b>Chair/Speakers</b>                                            | <b>Attendance</b> |
| January 18, 2021                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Director, Integrated Health Rural Hospitals                      | 7                 |
| <b>Summary of discussion:</b> <ul style="list-style-type: none"> <li>• Ongoing recruitment of nurses and physician's: no nursing vacancies at present</li> <li>• Pandemic planning</li> <li>• Community initiatives in relation to recruitment: Update provided from community advocacy group on a local group meeting to discuss holistic healthcare in Canso community and a proposed pilot project for rural healthcare</li> <li>• Initiatives for physician recruitment and retention including providing accommodation for physicians (locum and permanent) beyond on call room at the hospital to make it more attractive for physicians to come with their families</li> <li>• No upcoming ER closures</li> </ul> |                                                                  |                   |
| <b>Action (specific to Emergency Departments):</b> <ul style="list-style-type: none"> <li>• Provide recurring updates on nursing work force recruiting</li> <li>• Provide recurring updates on physician rotations (3 at present)</li> <li>• Ongoing vaccination rollout</li> <li>• Ongoing work with physician recruitment</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                   |                                                                  |                   |

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| <b>Date</b><br>March 10, 2021                                                                                                                                                                                                                                                                                                                  | <b>Chair/Speakers</b><br>VP Operations,<br>Executive Director, Health Services                                          | <b>Attendance</b><br>25 |
| <b>Summary of discussion:</b> <ul style="list-style-type: none"> <li>Review of current state; ongoing recruitment challenges</li> <li>Presentation by consultant on proposed health services plan, utilization data for Guysborough and Canso areas</li> </ul>                                                                                 |                                                                                                                         |                         |
| <b>Action (specific to Emergency Departments):</b> <ul style="list-style-type: none"> <li>Plan for ongoing discussion and staff, physician, and community engagement</li> </ul>                                                                                                                                                                |                                                                                                                         |                         |
| <b>PUBLIC CONSULTATION: Eastern Memorial Hospital Working Group</b>                                                                                                                                                                                                                                                                            |                                                                                                                         |                         |
| <b>Date</b><br>June 5, 2020                                                                                                                                                                                                                                                                                                                    | <b>Chair/Speakers</b><br>Director, Integrated Health Rural Hospitals,<br>Facility manager Guysborough Memorial Hospital | <b>Attendance</b><br>11 |
| <b>Summary of discussion:</b> <ul style="list-style-type: none"> <li>Provided an update on opening of ED 24 hours and nursing coverage</li> </ul>                                                                                                                                                                                              |                                                                                                                         |                         |
| <b>Action (specific to Emergency Departments):</b> <ul style="list-style-type: none"> <li>Continue to provide updates on physician coverage for ED</li> <li>Continued physician recruitment for full coverage model</li> <li>Continue to provide updates at the monthly Working Group meetings on ED coverage physician and nursing</li> </ul> |                                                                                                                         |                         |
| <b>Date</b><br>July 2, 2020                                                                                                                                                                                                                                                                                                                    | <b>Chair/Speakers</b><br>Director, Integrated Health Rural Hospitals,<br>Facility manager Guysborough Memorial Hospital | <b>Attendance</b><br>10 |
| <b>Summary of discussion:</b> <ul style="list-style-type: none"> <li>Update on ED status</li> <li>Update on RN staffing</li> </ul>                                                                                                                                                                                                             |                                                                                                                         |                         |
| <b>Action (specific to Emergency Departments)</b> <ul style="list-style-type: none"> <li>Ongoing discussion re: status of ED 24hr coverage as well as ongoing RN coverage</li> </ul>                                                                                                                                                           |                                                                                                                         |                         |

| <b>Date</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <b>Chair/Speakers</b>                                                                          | <b>Attendance</b> |
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| September 17, 2020                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Director, Integrated Health Rural Hospitals,<br>Facility manager Guysborough Memorial Hospital | 11                |
| <b>Summary of discussion:</b> <ul style="list-style-type: none"> <li>• Review of current nursing and physician vacancies and recruitment</li> <li>• Review of any ED Closures: physician coverage: continue with intermittent ED closures related to no physician coverage</li> <li>• Review of summer coverage with one locum physician and extension of physician's coverage by three weeks</li> <li>• Review of pandemic planning; primary assessment centers</li> <li>• Consultant awarded contract to look a sustainable healthcare plan for Canso and Guysborough, project team established</li> <li>• Consultant work is ongoing and is critically reviewing communities, current service models, populations, demographics, geography, and transportation</li> </ul> |                                                                                                |                   |
| <b>Action (specific to Emergency Departments)</b> <ul style="list-style-type: none"> <li>• Invite zone physician recruiter to attend next meeting.</li> <li>• Project team establishing a plan and will be seeking this group's input; plan is not ready for review to date</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                |                   |

| <b>PUBLIC CONSULTATION: Guysborough Memorial Hospital</b>                                                                                                                                                                                                 |                                                                                                |                   |
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| <b>Date</b>                                                                                                                                                                                                                                               | <b>Chair/Speakers</b>                                                                          | <b>Attendance</b> |
| July 8, 2020                                                                                                                                                                                                                                              | Director, Integrated Health Rural Hospitals,<br>VP Operations                                  | 16                |
| <b>Summary of discussion:</b> <ul style="list-style-type: none"> <li>• Update on ED Closures</li> <li>• Physician Recruitment</li> <li>• Nursing staff update</li> </ul>                                                                                  |                                                                                                |                   |
| <b>Action (specific to Emergency Departments):</b> <ul style="list-style-type: none"> <li>• Ongoing dialogue and updates re: physician recruitment, RN recruitment and retention, ED coverage, as well as requested engagement with consultant</li> </ul> |                                                                                                |                   |
| <b>Date</b>                                                                                                                                                                                                                                               | <b>Chair/Speakers</b>                                                                          | <b>Attendance</b> |
| August 6, 2020<br>Teleconference                                                                                                                                                                                                                          | Director, Integrated Health Rural Hospitals,<br>Facility manager Guysborough Memorial Hospital | 23                |
| <b>Summary of discussion:</b> <ul style="list-style-type: none"> <li>• Update provided on physician recruitment, RN recruitment and ED coverage</li> <li>• Potential solutions or new strategies to be considered</li> </ul>                              |                                                                                                |                   |
| <b>Action (specific to Emergency Departments):</b> <ul style="list-style-type: none"> <li>• Ongoing discussion and updates re: ED coverage</li> </ul>                                                                                                     |                                                                                                |                   |

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| <b>Date</b><br>September 16, 2020                                                                                                                                                                                                                                                                                                                    | <b>Chair/Speakers</b><br>Guysborough Municipal meeting with NSHA                                                        | <b>Attendance</b><br>15 |
| <b>Summary of discussion:</b> <ul style="list-style-type: none"> <li>• Update on physician recruitment</li> <li>• ED closures</li> </ul>                                                                                                                                                                                                             |                                                                                                                         |                         |
| <b>Action (specific to Emergency Departments):</b> <ul style="list-style-type: none"> <li>• Physician recruitment update, family practice and ED.</li> <li>• Provide updates on ED coverage</li> <li>• Meeting requested with consultant</li> </ul>                                                                                                  |                                                                                                                         |                         |
| <b>Date</b><br>September 17, 2020                                                                                                                                                                                                                                                                                                                    | <b>Chair/Speakers</b><br>Director, Integrated Health Rural Hospitals,<br>Facility manager Guysborough Memorial Hospital | <b>Attendance</b><br>8  |
| <b>Summary of discussion:</b> <ul style="list-style-type: none"> <li>• Update on staffing and physician coverage</li> <li>• Update on ongoing recruitment by physician recruiter</li> <li>• Provide update on ongoing nursing vacancies</li> <li>• Physician locum and ED coverage for September and October</li> </ul>                              |                                                                                                                         |                         |
| <b>Action (specific to Emergency Departments):</b> <ul style="list-style-type: none"> <li>• Review membership reviewed, Chair and speaker to reach out to those groups assigned</li> <li>• Ongoing efforts with physician recruitment by Foundation, physician recruiter</li> <li>• Municipal incentives for recruitment of nursing staff</li> </ul> |                                                                                                                         |                         |
| <b>Date</b><br>October 15, 2020                                                                                                                                                                                                                                                                                                                      | <b>Chair/Speakers</b><br>Director, Integrated Health Rural Hospitals                                                    | <b>Attendance</b><br>13 |
| <b>Summary of discussion:</b> <ul style="list-style-type: none"> <li>• Ongoing recruitment efforts</li> </ul>                                                                                                                                                                                                                                        |                                                                                                                         |                         |
| <b>Action (specific to Emergency Departments):</b> <ul style="list-style-type: none"> <li>• Zone physician recruiter to attend November meeting</li> <li>• Community engagements follow up</li> <li>• Review of incentive program</li> <li>• Distribution of promotional video</li> </ul>                                                            |                                                                                                                         |                         |

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| <b>Date</b><br>November 12, 2020                                                                                                                                                                                                                                                                                           | <b>Chair/Speaker</b><br>Director, Integrated Health Rural Hospitals                                                                 | <b>Attendance</b><br>11 |
| <b>Summary of discussion:</b> <ul style="list-style-type: none"> <li>• Update from physician recruiter</li> <li>• Update on consultation</li> <li>• Current staffing situation</li> </ul>                                                                                                                                  |                                                                                                                                     |                         |
| <b>Action (specific to Emergency Departments):</b> <ul style="list-style-type: none"> <li>• Update on new locum for December</li> <li>• Ongoing conversations with physician recruiter</li> <li>• Nursing incentives</li> <li>• Broader community involvement</li> </ul>                                                   |                                                                                                                                     |                         |
| <b>Date</b><br>December 10, 2020                                                                                                                                                                                                                                                                                           | <b>Chair/Speaker</b><br>Director, Integrated Health Rural Hospitals                                                                 | <b>Attendance</b><br>7  |
| <b>Summary of discussion:</b> <ul style="list-style-type: none"> <li>• Nursing vacancies</li> <li>• Physician recruitment</li> <li>• Community engagement</li> </ul>                                                                                                                                                       |                                                                                                                                     |                         |
| <b>Action (specific to Emergency Departments):</b> <ul style="list-style-type: none"> <li>• Ongoing nursing recruiting challenges, no applicants from December graduates</li> <li>• Formalized process for follow up with physician recruitment</li> <li>• Request for consultant to join working group meeting</li> </ul> |                                                                                                                                     |                         |
| <b>Date</b><br>March 30, 2021<br>Zoom Meeting                                                                                                                                                                                                                                                                              | <b>Chair/Speakers</b><br>Talent and Organizational Development Consultant,<br>VP Operations,<br>Executive Director, Health Services | <b>Attendance</b><br>19 |
| <b>Summary of discussion:</b> <p>Follow up discussion of consultant's proposal. Questions below discussed with group:</p> <ul style="list-style-type: none"> <li>• What is missing?</li> <li>• What do you need more clarity on?</li> <li>• Where do you need more information?</li> </ul>                                 |                                                                                                                                     |                         |
| <b>Action (specific to Emergency Departments):</b> <ul style="list-style-type: none"> <li>• Continued updates on ongoing physician recruitment</li> <li>• Reviewing of all disciplines working to full scope</li> </ul>                                                                                                    |                                                                                                                                     |                         |

| <b>PUBLIC CONSULTATION: Guysborough Area Stakeholder Working Group</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                       |                         |
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| <b>Date</b><br>January 21, 2021                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>Chair/Speakers</b><br>Director, Integrated Health Rural Hospitals,<br>Facility manager Guysborough Memorial Hospital                               | <b>Attendance</b><br>8  |
| <b>Summary of discussion:</b> <ul style="list-style-type: none"> <li>• Physician and nursing recruitment</li> <li>• Community involvement</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                       |                         |
| <b>Action (specific to Emergency Departments):</b> <ul style="list-style-type: none"> <li>• Possible nursing locum for March – April</li> <li>• Requests for supernumerary graduate nurses</li> <li>• Ongoing physician recruitment.</li> <li>• Request asking for municipality support for incentives</li> <li>• Ongoing community support regarding accommodations</li> </ul>                                                                                                                                                      |                                                                                                                                                       |                         |
| <b>PUBLIC CONSULTATION: Guysborough &amp; Area Working Group</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                       |                         |
| <b>Date</b><br>Feb 18 2021                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <b>Chair/Speakers</b><br>Director, Integrated Health Rural Hospitals                                                                                  | <b>Attendance</b><br>8  |
| <b>Summary of discussion:</b> <ul style="list-style-type: none"> <li>• Ongoing recruitment for nursing</li> <li>• Update by physician recruiters in relation to physician recruitment</li> <li>• EHS coverage</li> </ul>                                                                                                                                                                                                                                                                                                             |                                                                                                                                                       |                         |
| <b>Action (specific to Emergency Departments):</b> <ul style="list-style-type: none"> <li>• Continued use of locum nurses as no current permanent nursing vacancies exist</li> <li>• Ongoing planning for physician coverage, review of Physician Ready Assessment Program</li> <li>• Regular meetings and planning to secure short- and long-term physician coverage</li> <li>• Ongoing meeting planned with Community Engagement Group</li> <li>• Ongoing discussions with Senior Director of Emergency Program and EHS</li> </ul> |                                                                                                                                                       |                         |
| <b>Date</b><br>March 10, 2021<br>Zoom Meeting                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <b>Chair/Speakers</b><br>VP operations,<br>Executive Director, Health Services,<br>Physician, St. Martha's Hospital,<br>Consultant, Stylus Consulting | <b>Attendance</b><br>24 |
| <b>Summary of discussion:</b> <ul style="list-style-type: none"> <li>• Review of current state; ongoing recruitment challenges</li> <li>• Presentation by consultant on proposed health services plan, utilization date for Guysborough and Canso areas</li> </ul>                                                                                                                                                                                                                                                                   |                                                                                                                                                       |                         |
| <b>Action (specific to Emergency Departments):</b> <ul style="list-style-type: none"> <li>• Plan for ongoing discussion and staff, physician, and community engagement</li> </ul>                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                       |                         |

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| <b>Date</b><br>March 30, 2021                                                                                                                                                                                                                                                                        | <b>Chair/Speakers</b><br>Talent and Organizational Development Consultant,<br>VP Operations,<br>Executive Director, Health Services | <b>Attendance</b><br>20 |
| <b>Summary of discussion:</b><br><br>Follow Up discussion of consultant's proposal. Questions below were discussed with group: <ul style="list-style-type: none"> <li>• What is missing?</li> <li>• What do you need more clarity on?</li> <li>• Where do you need more information?</li> </ul>      |                                                                                                                                     |                         |
| <b>ACTION (specific to Emergency Departments):</b> <ul style="list-style-type: none"> <li>• Ongoing Physician recruitment</li> </ul>                                                                                                                                                                 |                                                                                                                                     |                         |
| <b>PUBLIC CONSULTATION: Separate Meetings with: EMH Staff, EMH Working Group, GMH Staff, GMH Working Group</b>                                                                                                                                                                                       |                                                                                                                                     |                         |
| <b>Date</b><br>November 4, 2020                                                                                                                                                                                                                                                                      | <b>Chair/Speakers</b><br>Consultant, Stylus Consulting,<br>VP Operations                                                            | <b>Attendance</b><br>7  |
| <b>SUMMARY OF DISCUSSION:</b> <ul style="list-style-type: none"> <li>• Introduction of consultant hired for public consultation on service delivery model for rural healthcare</li> </ul>                                                                                                            |                                                                                                                                     |                         |
| <b>ACTION (specific to Emergency Departments):</b> <ul style="list-style-type: none"> <li>• Ongoing engagement and planning</li> </ul>                                                                                                                                                               |                                                                                                                                     |                         |
| <b>PUBLIC CONSULTATION:</b><br><b>Municipality of the District of Guysborough</b>                                                                                                                                                                                                                    |                                                                                                                                     |                         |
| <b>Date/Time</b><br>November 4, 2020                                                                                                                                                                                                                                                                 | <b>Chair/Speaker</b><br>Consultant, Stylus Consulting,<br>VP Operations                                                             | <b>Attendance</b><br>12 |
| <b>SUMMARY OF DISCUSSION:</b> <ul style="list-style-type: none"> <li>• Ongoing recruitment challenges</li> <li>• Update on ED closures</li> <li>• EHS service coverage</li> <li>• Introduction of consultant hired for public consultation on service delivery model for rural healthcare</li> </ul> |                                                                                                                                     |                         |
| <b>ACTION (specific to Emergency Departments):</b> <ul style="list-style-type: none"> <li>• Ongoing engagement and planning</li> </ul>                                                                                                                                                               |                                                                                                                                     |                         |

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| <b>Date</b><br>March 11, 2021<br>Zoom Meeting                                                                                                                                                                                                                  | <b>Chair/Speakers</b><br>VP Operations,<br>Consultant, Stylus Consulting,                                                                                  | <b>Attendance</b><br>14 |
| <b>SUMMARY OF DISCUSSION:</b> <ul style="list-style-type: none"> <li>Review of current state; ongoing recruitment challenges</li> <li>Presentation by consultant on proposed health services plan, utilization date for Guysborough and Canso areas</li> </ul> |                                                                                                                                                            |                         |
| <b>ACTION (specific to Emergency Departments):</b> <ul style="list-style-type: none"> <li>Plan for ongoing discussion and staff, physician, and community engagement</li> </ul>                                                                                |                                                                                                                                                            |                         |
| <b>PUBLIC CONSULTATION: Strait Richmond Hospital</b>                                                                                                                                                                                                           |                                                                                                                                                            |                         |
| <b>Date</b><br>Sept 24, 2020                                                                                                                                                                                                                                   | <b>Chair/Speakers</b><br>Director, Integrated Health Rural Hospitals,<br>Facility Manager, Strait Richmond Hospital,<br>Executive Director Health Services | <b>Attendance</b><br>8  |
| <b>SUMMARY OF DISCUSSION:</b> <ul style="list-style-type: none"> <li>Provided an update on renovations which include the ED</li> </ul>                                                                                                                         |                                                                                                                                                            |                         |
| <b>ACTION (specific to Emergency Departments):</b> <ul style="list-style-type: none"> <li>Ongoing dialogue re: ED renovations</li> </ul>                                                                                                                       |                                                                                                                                                            |                         |
| <b>PUBLIC CONSULTATION: Victoria County Memorial Hospital</b>                                                                                                                                                                                                  |                                                                                                                                                            |                         |
| <b>Date</b><br>June 18, 2020                                                                                                                                                                                                                                   | <b>Chair/Speakers</b><br>VCMH Foundation Volunteers,<br>Facility Manager, Victoria County Memorial Hospital                                                | <b>Attendance</b><br>18 |
| <b>SUMMARY OF DISCUSSION:</b> <ul style="list-style-type: none"> <li>Year End Report given by VCMH volunteers at VCMH Foundation Year End Meeting</li> <li>Requests given to Foundation for funding of equipment for ED given by facility manager.</li> </ul>  |                                                                                                                                                            |                         |
| <b>ACTION (specific to Emergency Departments):</b> <ul style="list-style-type: none"> <li>Ongoing dialogue regarding ED renovations</li> </ul>                                                                                                                 |                                                                                                                                                            |                         |

## Council Meetings - Eastern Zone

| PUBLIC CONSULTATION: <b>Victoria Council Meeting</b>                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                         |                   |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------|-------------------|
| <b>Date/Time</b>                                                                                                                                                                                                                                                                                                                                                                                                      | <b>Chair/Speakers</b>                                                                                   | <b>Attendance</b> |
| July 6, 2020                                                                                                                                                                                                                                                                                                                                                                                                          | Warden and Councilors of Victoria County,<br>Facility Manager, Victoria County Memorial Christine Hines | 100+              |
| <b>SUMMARY OF DISCUSSION:</b> <ul style="list-style-type: none"> <li>• Updates given and year end reports by the warden and councilors</li> <li>• Update given on use of Point of Care in ED and inpatient unit by facility manager</li> </ul>                                                                                                                                                                        |                                                                                                         |                   |
| <b>ACTION (specific to Emergency Departments):</b> <ul style="list-style-type: none"> <li>• Follow up with physician recruitment data</li> <li>• Review barriers for new physician start date at VCMH</li> <li>• Will review service planning in relation to Cape Breton Redevelopment</li> <li>• Commitment to return in the new year to provide new information/updates on new service planning for VCMH</li> </ul> |                                                                                                         |                   |

## CENTRAL ZONE (4)

| Facility                              | Hours of temporary ED closures |
|---------------------------------------|--------------------------------|
| Eastern Shore Memorial Hospital       | 2,063.0 hours                  |
| Musquodoboit Valley Memorial Hospital | 1,945.0 hours                  |
| Twin Oaks Memorial Hospital           | 1,026.0 hours                  |
| Hants Community Hospital              | 10.5 hours                     |
| <b>Total</b>                          | <b>5,044.5 hours</b>           |

| PUBLIC CONSULTATION: <b>Musquodoboit Valley Memorial Hospital</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                              |                   |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------|-------------------|
| <b>Date</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <b>Chair/Speakers</b>                                                                                        | <b>Attendance</b> |
| February 25, 2021                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Health Services Manager, Musquodoboit Valley Memorial Hospital,<br>Health Services Lead, Primary Health Care | 23                |
| <b>SUMMARY OF DISCUSSION:</b> <ul style="list-style-type: none"> <li>• Overview of Musquodoboit Valley Memorial Hospital site and how collaborative Emergency Department works as well as temporary closure data from 2019 and 2020.</li> <li>• Review of role of nurse practitioner and family practice nurse. New patient's being accepted into practice via the Need a Family Practice Registry.</li> <li>• Discussion of temporary closures due to physician shortages and need to recruit. Physician recruiter role discussed. Recruitment would be for CEC which includes entire service available at site, emergency, Inpatient, long-term care, family practice.</li> </ul> |                                                                                                              |                   |
| <b>ACTION (specific to Emergency Departments):</b> <ul style="list-style-type: none"> <li>• Meeting booked with the physician recruiter to come to the site April 1, 2021. PHC, medical director and Community Health Board involved</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                              |                   |

| PUBLIC CONSULTATION: <b>Twin Oaks Memorial Hospital</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                  |                         |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|
| <b>Date/Time</b><br>February 9, 2021                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <b>Chair/Speakers</b><br>Medical Lead for the Tri-Facilities,<br>Health Services Manager for Twin Oaks Memorial Hospital<br>Health Services Manager for District Dept. of Family<br>Practice/Primary Health Care | <b>Attendance</b><br>25 |
| <b>SUMMARY OF DISCUSSION:</b> <ul style="list-style-type: none"> <li>• Discussion of the purpose of the ED community closure meeting.</li> <li>• Review of the types of ED closures, reasons for the closures, and mitigation strategies used.</li> <li>• Review of data indicating the amount of time these closures have occurred within the last year.</li> <li>• Review of high-level description of the Nova Scotia Ministerial Directive, overcapacity plan, Canadian Triage and Acuity Scale (CTAS) levels, and locations as well as services that are additional care services available to the community.</li> <li>• Discussion about the Need a Family Practice Registry and upcoming Community Health Team programs available.</li> <li>• Review of how to book diagnostic imaging, lab, COVID-19 vaccinations, and hospital site changes as a result of COVID-19.</li> </ul> |                                                                                                                                                                                                                  |                         |
| <b>ACTION (specific to Emergency Departments):</b> <ul style="list-style-type: none"> <li>• Continued staffing mitigation to reduce closures and associated impact to community.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                  |                         |

| PUBLIC CONSULTATION: <b>Eastern Shore Memorial Hospital</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                 |                         |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|
| <b>Date/Time</b><br>October 6 <sup>th</sup> , 2021                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <b>Chair/Speakers</b><br>Health Services Manager for District Dept. of Family<br>Practice/Primary Health Care<br>Health Services Manager for Eastern Shore Memorial<br>Hospital | <b>Attendance</b><br>75 |
| <b>SUMMARY OF DISCUSSION:</b> <ul style="list-style-type: none"> <li>• Overview of Eastern Shore Memorial Hospital site and how Emergency Department works, number of patients seen on average and average CTAS scores</li> <li>• Reviewed temporary closure data from 2020 and 2021 year to date, primarily due to physician shortage</li> <li>• Discussed notification to community (schedule, large road sign, where to find the info online)</li> <li>• Review of barrier to recruitment (funding models alternative payment plan versus fee-for-service contracts) and shared responsibility with community (i.e., housing, transportation needs, community development opportunities)</li> <li>• Primary care discussed wellness programs</li> </ul> |                                                                                                                                                                                 |                         |
| <b>ACTION (specific to Emergency Departments):</b> <ul style="list-style-type: none"> <li>• NSHA to discuss possible ED models that could be appropriate for Sheet Harbour</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                 |                         |

| PUBLIC CONSULTATION: <b>Hants Community Hospital</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                       |                   |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|-------------------|
| Date/Time<br>N/A                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Chair/Speakers<br>N/A | Attendance<br>N/A |
| <b>SUMMARY OF DISCUSSION:</b> <ul style="list-style-type: none"> <li>Hants Community Hospital (HCH) Emergency Department closed on July 30 from 1900-0700.</li> <li>Reason for closure was short notice absence of RN staff and attempts to backfill were unsuccessful.</li> <li>A public consultation meeting was not held in 2021 for Hants Community Hospital ED</li> <li>We determined not to consult with community as there was not an ongoing pattern of closures. Please see reference: <a href="https://www.nslegislature.ca/emergency-department-accountability-act">Emergency Department Accountability Act (nslegislature.ca)</a></li> <li>4 (1) Where an emergency department of a health authority has experienced an ongoing pattern of closure of the emergency department in the last fiscal year, the health authority shall consult with the community served by the emergency department as part of the consultations conducted in accordance with its next public engagement plan as defined by the Health Authorities Act</li> <li>For HCH the closure was not part of an ongoing pattern</li> </ul> |                       |                   |
| <b>ACTION (specific to Emergency Departments):</b> <ul style="list-style-type: none"> <li>Work ongoing with recruitment and retention to ensure that RN vacancies are filled</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                       |                   |

## Appendix A: Temporary ED closures by date and hours closed

Reporting period: April 1, 2020 – March 31, 2021

### ZONE 1 (WESTERN)

| Annapolis Community Health Centre |            |              |
|-----------------------------------|------------|--------------|
| Month                             | Date       | Hours closed |
| April                             | 2020-04-06 | 12           |
|                                   | 2020-04-12 | 6            |
| June                              | 2020-06-09 | 6            |

|           |            |       |
|-----------|------------|-------|
| August    | 2020-08-28 | 7     |
| September | 2020-09-13 | 5     |
|           | 2020-09-30 | 6     |
| November  | 2020-11-06 | 5     |
|           | 2020-11-20 | 12    |
|           | 2020-11-30 | 4     |
| December  | 2020-12-04 | 7     |
| January   | 2021-01-04 | 12    |
|           | 2021-01-05 | 12    |
|           | 2021-01-18 | 6     |
| February  | 2021-02-01 | 12    |
|           | 2021-02-08 | 12    |
| Total     |            | 124.0 |

| Digby General Hospital |            |              |
|------------------------|------------|--------------|
| Month                  | Date       | Hours Closed |
| December               | 2020-12-24 | 24           |
|                        | 2020-12-25 | 24           |
|                        | 2020-12-26 | 2            |
| Total                  |            | 50.0         |

| Fishermen's Memorial Hospital |            |              |
|-------------------------------|------------|--------------|
| Month                         | Date       | Hours Closed |
| July                          | 2020-07-19 | 5.5          |
| August                        | 2020-08-06 | 5            |
|                               | 2020-08-14 | 5            |
| September                     | 2020-09-27 | 8.5          |
| October                       | 2020-10-11 | 8.5          |
| February                      | 2021-02-14 | 8.5          |
|                               | 2021-02-18 | 8.5          |
| March                         | 2021-03-28 | 8.5          |
| Total                         |            | 58.0         |

| Roseway Hospital |            |              |
|------------------|------------|--------------|
| Month            | Date       | Hours Closed |
| June             | 2020-06-08 | 14           |
|                  | 2020-06-11 | 14           |
|                  | 2020-06-16 | 24           |
|                  | 2020-06-17 | 2            |
|                  | 2020-06-21 | 14           |
|                  | 2020-06-24 | 14           |
|                  | 2020-06-25 | 14           |
|                  | 2020-06-26 | 14           |
| July             | 2020-07-09 | 24           |
|                  | 2020-07-10 | 2            |

|           |            |    |
|-----------|------------|----|
|           | 2020-07-13 | 14 |
|           | 2020-07-26 | 12 |
|           | 2020-07-31 | 24 |
| August    | 2020-08-01 | 2  |
|           | 2020-08-03 | 24 |
|           | 2020-08-04 | 14 |
|           | 2020-08-11 | 14 |
|           | 2020-08-24 | 11 |
|           | 2020-08-25 | 11 |
|           | 2020-08-26 | 14 |
|           | 2020-08-31 | 11 |
| September | 2020-09-01 | 11 |
|           | 2020-09-02 | 24 |
|           | 2020-09-03 | 2  |
|           | 2020-09-07 | 23 |
|           | 2020-09-09 | 11 |
|           | 2020-09-12 | 14 |
|           | 2020-09-13 | 14 |
|           | 2020-09-14 | 24 |
|           | 2020-09-15 | 1  |
|           | 2020-09-16 | 11 |
|           | 2020-09-18 | 24 |
|           | 2020-09-19 | 2  |
|           | 2020-09-20 | 11 |
|           | 2020-09-21 | 24 |
|           | 2020-09-22 | 16 |
|           | 2020-09-23 | 14 |
|           | 2020-09-25 | 24 |
|           | 2020-09-26 | 12 |
|           | 2020-09-27 | 11 |
|           | 2020-09-30 | 14 |
| October   | 2020-10-01 | 24 |

|          |            |    |
|----------|------------|----|
|          | 2020-10-02 | 2  |
|          | 2020-10-09 | 14 |
|          | 2020-10-10 | 13 |
|          | 2020-10-11 | 24 |
|          | 2020-10-12 | 24 |
|          | 2020-10-13 | 2  |
|          | 2020-10-14 | 14 |
|          | 2020-10-15 | 24 |
|          | 2020-10-16 | 14 |
|          | 2020-10-24 | 13 |
|          | 2020-10-26 | 11 |
|          | 2020-10-31 | 24 |
| November | 2020-11-01 | 1  |
|          | 2020-11-07 | 13 |
|          | 2020-11-12 | 13 |
|          | 2020-11-18 | 13 |
|          | 2020-11-19 | 13 |
|          | 2020-11-27 | 13 |
| December | 2020-12-01 | 13 |
|          | 2020-12-07 | 13 |
|          | 2020-12-19 | 13 |
|          | 2020-12-24 | 24 |
|          | 2020-12-25 | 13 |
| January  | 2021-01-01 | 10 |
|          | 2021-01-28 | 11 |
|          | 2021-01-29 | 13 |
| February | 2021-02-04 | 24 |
|          | 2021-02-05 | 1  |
|          | 2021-02-26 | 11 |
| March    | 2021-03-12 | 13 |
|          | 2021-03-15 | 10 |
|          | 2021-03-19 | 13 |

|       |            |         |
|-------|------------|---------|
|       | 2021-03-26 | 13      |
| Total |            | 1,038.0 |

| Soldiers Memorial Hospital |            |              |
|----------------------------|------------|--------------|
| Month                      | Date       | Hours Closed |
| April                      | 2020-04-03 | 11           |
|                            | 2020-04-06 | 11           |
|                            | 2020-04-14 | 18           |
|                            | 2020-04-20 | 11           |
|                            | 2020-04-25 | 11           |
|                            | 2020-04-27 | 11           |
|                            | 2020-04-28 | 11           |
|                            |            |              |
| May                        | 2020-05-02 | 11           |
|                            | 2020-05-07 | 11           |
|                            | 2020-05-15 | 11           |
|                            | 2020-05-16 | 18           |
|                            | 2020-05-18 | 11           |
|                            | 2020-05-30 | 11           |
|                            |            |              |
| June                       | 2020-06-18 | 18           |
|                            | 2020-06-20 | 18           |
|                            | 2020-06-22 | 18           |
|                            | 2020-06-30 | 11           |
| July                       | 2020-07-21 | 11           |
|                            | 2020-07-24 | 18           |
|                            | 2020-07-28 | 7.5          |
|                            | 2020-07-31 | 18           |
| August                     | 2020-08-03 | 11           |
|                            | 2020-08-04 | 14.5         |
|                            | 2020-08-05 | 11           |
|                            | 2020-08-07 | 11           |
|                            | 2020-08-13 | 24           |

|           |            |    |
|-----------|------------|----|
|           | 2020-08-14 | 11 |
|           | 2020-08-15 | 18 |
|           | 2020-08-21 | 15 |
|           | 2020-08-24 | 18 |
|           | 2020-08-29 | 11 |
|           | 2020-08-30 | 11 |
| September | 2020-09-01 | 18 |
|           | 2020-09-19 | 18 |
|           | 2020-09-24 | 11 |
| October   | 2020-10-05 | 18 |
|           | 2020-10-07 | 11 |
|           | 2020-10-12 | 11 |
|           | 2020-10-16 | 18 |
|           | 2020-10-17 | 11 |
|           | 2020-10-29 | 11 |
| November  | 2020-11-16 | 11 |
|           | 2020-11-18 | 11 |
|           | 2020-11-23 | 11 |
|           | 2020-11-28 | 11 |
|           | 2020-11-30 | 11 |
| December  | 2020-12-24 | 11 |
|           | 2020-12-26 | 11 |
|           | 2020-12-29 | 18 |
|           | 2020-12-30 | 18 |
|           | 2020-12-31 | 18 |
| January   | 2021-01-01 | 18 |
|           | 2021-01-04 | 18 |
|           | 2021-01-07 | 11 |
|           | 2021-01-09 | 18 |
|           | 2021-01-11 | 11 |
|           | 2021-01-13 | 11 |
|           | 2021-01-18 | 11 |

|          |            |         |
|----------|------------|---------|
|          | 2021-01-21 | 11      |
|          | 2021-01-23 | 11      |
|          | 2021-01-25 | 11      |
|          | 2021-01-30 | 11      |
| February | 2021-02-02 | 11      |
|          | 2021-02-08 | 11      |
|          | 2021-02-10 | 11      |
|          | 2021-02-15 | 11      |
| March    | 2021-02-27 | 11      |
|          | 2021-03-07 | 11      |
|          | 2021-03-08 | 11      |
|          | 2021-03-09 | 11      |
|          | 2021-03-10 | 11      |
|          | 2021-03-11 | 18      |
|          | 2021-03-13 | 18      |
|          | 2021-03-14 | 24      |
|          | 2021-03-15 | 18      |
|          | 2021-03-16 | 18      |
|          | 2021-03-18 | 11      |
|          | 2021-03-22 | 11      |
|          | 2021-03-23 | 11      |
|          | 2021-03-29 | 11      |
| Total    |            | 1,071.0 |

## Zone 3 (Eastern)

| Eastern Memorial Hospital |      |              |
|---------------------------|------|--------------|
| Month                     | Date | Hours Closed |

|           |            |       |
|-----------|------------|-------|
| July      | 2020-07-27 | 12    |
|           | 2020-07-28 | 12    |
|           | 2020-07-29 | 12    |
|           | 2020-07-30 | 12    |
|           | 2020-07-31 | 12    |
| August    | 2020-08-01 | 12    |
|           | 2020-08-02 | 12    |
|           | 2020-08-24 | 12    |
|           | 2020-08-25 | 12    |
|           | 2020-08-26 | 12    |
|           | 2020-08-27 | 12    |
|           | 2020-08-28 | 12    |
|           | 2020-08-29 | 12    |
|           | 2020-08-30 | 12    |
|           | 2020-08-31 | 12    |
| September | 2020-09-01 | 12    |
|           | 2020-09-02 | 12    |
|           | 2020-09-03 | 12    |
|           | 2020-09-16 | 12    |
|           | 2020-09-17 | 12    |
|           | 2020-09-21 | 12    |
|           | 2020-09-22 | 12    |
|           | 2020-09-23 | 12    |
|           | 2020-09-24 | 12    |
|           | 2020-09-25 | 12    |
|           | 2020-09-26 | 12    |
|           | 2020-09-27 | 12    |
|           | 2020-09-28 | 14    |
|           | 2020-09-30 | 14    |
| Total     |            | 352.0 |

|                                |
|--------------------------------|
| Glace Bay Health Care Facility |
|--------------------------------|

| Month     | Date       | Hours Closed |
|-----------|------------|--------------|
| April     | 2020-04-02 | 11           |
|           | 2020-04-03 | 11           |
|           | 2020-04-04 | 11           |
|           | 2020-04-05 | 11           |
|           | 2020-04-11 | 11           |
|           | 2020-04-19 | 11           |
|           | 2020-04-20 | 11           |
|           | 2020-04-26 | 11           |
| May       | 2020-05-02 | 11           |
|           | 2020-05-16 | 11           |
|           | 2020-05-23 | 11           |
|           | 2020-05-24 | 11           |
|           | 2020-05-25 | 11           |
|           | 2020-05-30 | 11           |
| June      | 2020-06-03 | 11           |
|           | 2020-06-09 | 11           |
|           | 2020-06-19 | 6            |
| July      | 2020-07-02 | 11           |
|           | 2020-07-17 | 12           |
|           | 2020-07-18 | 12           |
| August    | 2020-08-02 | 11           |
|           | 2020-08-03 | 11           |
|           | 2020-08-04 | 11           |
|           | 2020-08-08 | 11           |
|           | 2020-08-11 | 11           |
|           | 2020-08-13 | 11           |
|           | 2020-08-15 | 11           |
|           | 2020-08-22 | 11           |
|           | 2020-08-26 | 11           |
|           | 2020-08-29 | 11           |
| September | 2020-09-01 | 11           |

|          |            |    |
|----------|------------|----|
|          | 2020-09-04 | 11 |
|          | 2020-09-05 | 11 |
|          | 2020-09-07 | 11 |
|          | 2020-09-12 | 11 |
|          | 2020-09-18 | 11 |
|          | 2020-09-26 | 11 |
|          | 2020-09-28 | 11 |
| October  | 2020-10-02 | 11 |
|          | 2020-10-04 | 11 |
|          | 2020-10-09 | 24 |
|          | 2020-10-10 | 24 |
|          | 2020-10-11 | 7  |
|          | 2020-10-12 | 11 |
|          | 2020-10-16 | 11 |
|          | 2020-10-19 | 11 |
|          | 2020-10-24 | 24 |
|          | 2020-10-25 | 15 |
| November | 2020-10-31 | 11 |
|          | 2020-11-13 | 11 |
|          | 2020-11-15 | 11 |
|          | 2020-11-18 | 11 |
| December | 2020-12-17 | 11 |
|          | 2020-12-19 | 11 |
|          | 2020-12-23 | 11 |
|          | 2020-12-25 | 11 |
|          | 2020-12-27 | 11 |
|          | 2020-12-28 | 11 |
| January  | 2021-01-01 | 11 |
|          | 2021-01-02 | 11 |
|          | 2021-01-04 | 11 |
|          | 2021-01-08 | 11 |
|          | 2021-01-11 | 11 |

|          |            |         |
|----------|------------|---------|
|          | 2021-01-15 | 11      |
|          | 2021-01-22 | 11      |
|          | 2021-01-23 | 11      |
| February | 2021-02-05 | 11      |
|          | 2021-02-07 | 11      |
|          | 2021-02-10 | 11      |
|          | 2021-02-14 | 11      |
|          | 2021-02-15 | 11      |
|          | 2021-02-20 | 11      |
|          | 2021-02-21 | 11      |
|          | 2021-02-24 | 11      |
|          | 2021-02-28 | 11      |
| March    | 2021-03-03 | 11      |
|          | 2021-03-04 | 11      |
|          | 2021-03-05 | 11      |
|          | 2021-03-06 | 11      |
|          | 2021-03-07 | 11      |
|          | 2021-03-09 | 11      |
|          | 2021-03-10 | 11      |
|          | 2021-03-14 | 11      |
|          | 2021-03-20 | 11      |
|          | 2021-03-21 | 11      |
|          | 2021-03-23 | 11      |
|          | 2021-03-28 | 11      |
|          | 2021-03-29 | 11      |
| Total    |            | 1,013.0 |

| Guysborough Memorial Hospital |            |              |
|-------------------------------|------------|--------------|
| Month                         | Date       | Hours Closed |
| July                          | 2020-07-09 | 12           |
|                               | 2020-07-13 | 12           |

|           |            |    |
|-----------|------------|----|
|           | 2020-07-15 | 12 |
|           | 2020-07-17 | 12 |
|           | 2020-07-18 | 12 |
|           | 2020-07-19 | 12 |
|           | 2020-07-21 | 12 |
|           | 2020-07-23 | 12 |
|           | 2020-07-27 | 12 |
|           | 2020-07-29 | 12 |
|           | 2020-07-31 | 24 |
| August    | 2020-08-01 | 24 |
|           | 2020-08-02 | 13 |
|           | 2020-08-04 | 24 |
|           | 2020-08-06 | 24 |
|           | 2020-08-10 | 12 |
|           | 2020-08-12 | 12 |
|           | 2020-08-14 | 12 |
|           | 2020-08-15 | 12 |
|           | 2020-08-16 | 12 |
|           | 2020-08-26 | 12 |
|           | 2020-08-28 | 12 |
|           | 2020-08-29 | 12 |
|           | 2020-08-30 | 12 |
| September | 2020-09-01 | 12 |
|           | 2020-09-03 | 12 |
|           | 2020-09-09 | 12 |
|           | 2020-09-11 | 12 |
|           | 2020-09-12 | 12 |
| October   | 2020-10-14 | 12 |
| November  | 2020-11-13 | 12 |
|           | 2020-11-14 | 12 |
|           | 2020-11-15 | 12 |
|           | 2020-11-17 | 12 |

|          |            |    |
|----------|------------|----|
| December | 2020-11-19 | 12 |
|          | 2020-12-21 | 12 |
|          | 2020-12-23 | 12 |
|          | 2020-12-25 | 12 |
|          | 2020-12-28 | 12 |
|          | 2020-12-30 | 12 |
|          | 2020-12-31 | 12 |
| January  | 2021-01-04 | 12 |
|          | 2021-01-06 | 12 |
|          | 2021-01-08 | 12 |
|          | 2021-01-09 | 12 |
|          | 2021-01-10 | 12 |
|          | 2021-01-12 | 12 |
|          | 2021-01-14 | 12 |
| February | 2021-02-05 | 12 |
|          | 2021-02-06 | 12 |
|          | 2021-02-07 | 12 |
|          | 2021-02-17 | 12 |
|          | 2021-02-19 | 12 |
|          | 2021-02-20 | 12 |
|          | 2021-02-21 | 12 |
|          | 2021-02-23 | 12 |
|          | 2021-02-25 | 12 |
|          |            |    |
| March    | 2021-03-01 | 12 |
|          | 2021-03-03 | 12 |
|          | 2021-03-05 | 12 |
|          | 2021-03-06 | 12 |
|          | 2021-03-07 | 12 |
|          | 2021-03-08 | 12 |
|          | 2021-03-11 | 12 |
|          | 2021-03-17 | 24 |
|          | 2021-03-18 | 1  |

|       |            |       |
|-------|------------|-------|
|       | 2021-03-19 | 24    |
|       | 2021-03-20 | 24    |
|       | 2021-03-21 | 24    |
|       | 2021-03-22 | 1     |
| Total |            | 915.0 |

| St. Anne Community & Nursing Care Centre |            |              |
|------------------------------------------|------------|--------------|
| Month                                    | Date       | Hours Closed |
| April                                    | 2020-04-01 | 19           |
|                                          | 2020-04-03 | 24           |
|                                          | 2020-04-04 | 12           |
|                                          | 2020-04-05 | 12           |
|                                          | 2020-04-10 | 24           |
|                                          | 2020-04-11 | 12           |
|                                          | 2020-04-12 | 12           |
|                                          | 2020-04-14 | 12           |
|                                          | 2020-04-15 | 12           |
|                                          | 2020-04-17 | 24           |
|                                          | 2020-04-18 | 12           |
|                                          | 2020-04-19 | 12           |
|                                          | 2020-04-20 | 12           |
|                                          | 2020-04-21 | 12           |
|                                          | 2020-04-23 | 12           |
|                                          | 2020-04-24 | 24           |
|                                          | 2020-04-25 | 12           |
|                                          | 2020-04-26 | 12           |
| May                                      | 2020-05-01 | 24           |
|                                          | 2020-05-02 | 12           |
|                                          | 2020-05-03 | 12           |
|                                          | 2020-05-08 | 24           |
|                                          | 2020-05-09 | 12           |
|                                          | 2020-05-10 | 12           |

|      |            |    |
|------|------------|----|
|      | 2020-05-11 | 12 |
|      | 2020-05-12 | 12 |
|      | 2020-05-13 | 12 |
|      | 2020-05-15 | 24 |
|      | 2020-05-16 | 12 |
|      | 2020-05-17 | 12 |
|      | 2020-05-21 | 8  |
|      | 2020-05-22 | 24 |
|      | 2020-05-23 | 12 |
|      | 2020-05-24 | 12 |
|      | 2020-05-29 | 24 |
|      | 2020-05-30 | 12 |
|      | 2020-05-31 | 12 |
| June | 2020-06-05 | 24 |
|      | 2020-06-06 | 12 |
|      | 2020-06-07 | 12 |
|      | 2020-06-12 | 24 |
|      | 2020-06-13 | 12 |
|      | 2020-06-14 | 12 |
|      | 2020-06-15 | 12 |
|      | 2020-06-19 | 24 |
|      | 2020-06-20 | 12 |
|      | 2020-06-21 | 12 |
| July | 2020-07-03 | 24 |
|      | 2020-07-04 | 12 |
|      | 2020-07-05 | 12 |
|      | 2020-07-08 | 16 |
|      | 2020-07-10 | 12 |
|      | 2020-07-11 | 12 |
|      | 2020-07-12 | 12 |
|      | 2020-07-13 | 24 |
|      | 2020-07-14 | 24 |

|          |            |    |
|----------|------------|----|
|          | 2020-07-15 | 12 |
|          | 2020-07-16 | 24 |
|          | 2020-07-17 | 12 |
|          | 2020-07-18 | 12 |
|          | 2020-07-24 | 24 |
|          | 2020-07-25 | 12 |
|          | 2020-07-26 | 12 |
|          | 2020-07-31 | 24 |
| August   | 2020-08-01 | 12 |
|          | 2020-08-02 | 12 |
|          | 2020-08-06 | 12 |
|          | 2020-08-07 | 24 |
|          | 2020-08-08 | 12 |
|          | 2020-08-09 | 12 |
|          | 2020-08-14 | 24 |
|          | 2020-08-15 | 12 |
|          | 2020-08-16 | 12 |
|          | 2020-08-21 | 24 |
|          | 2020-08-22 | 12 |
|          | 2020-08-23 | 12 |
|          | 2020-08-25 | 12 |
|          | 2020-08-26 | 12 |
|          | 2020-08-28 | 24 |
|          | 2020-08-29 | 12 |
|          | 2020-08-30 | 12 |
| October  | 2020-10-02 | 24 |
|          | 2020-10-03 | 24 |
|          | 2020-10-05 | 24 |
|          | 2020-10-06 | 24 |
|          | 2020-10-08 | 24 |
|          | 2020-10-09 | 24 |
| November | 2020-11-02 | 12 |
|          | 2020-11-03 | 12 |

|          |            |         |
|----------|------------|---------|
|          | 2020-11-05 | 8       |
|          | 2020-11-27 | 8       |
|          | 2020-11-28 | 12      |
|          | 2020-11-30 | 12      |
| December | 2020-12-01 | 12      |
|          | 2020-12-08 | 12      |
|          | 2020-12-12 | 8       |
|          | 2020-12-21 | 12      |
|          | 2020-12-23 | 12      |
|          | 2020-12-24 | 24      |
|          | 2020-12-25 | 24      |
|          | 2020-12-26 | 12      |
|          | 2020-12-29 | 12      |
|          | 2020-12-30 | 24      |
|          | 2020-12-31 | 24      |
| January  | 2021-01-15 | 12      |
| February | 2021-02-08 | 12      |
|          | 2021-02-22 | 24      |
|          | 2021-02-23 | 12      |
|          | 2021-02-25 | 12      |
| Total    |            | 1,675.0 |

| Strait Richmond Hospital |            |              |
|--------------------------|------------|--------------|
| Month                    | Date       | Hours Closed |
| May                      | 2020-05-06 | 24           |
|                          | 2020-05-07 | 2            |
|                          | 2020-05-13 | 24           |
|                          | 2020-05-14 | 2            |
|                          | 2020-05-16 | 24           |
|                          | 2020-05-17 | 24           |
|                          | 2020-05-18 | 2            |
|                          | 2020-05-20 | 24           |

|        |            |    |
|--------|------------|----|
|        | 2020-05-21 | 2  |
|        | 2020-05-23 | 24 |
|        | 2020-05-24 | 24 |
|        | 2020-05-25 | 2  |
|        | 2020-05-27 | 24 |
|        | 2020-05-28 | 2  |
|        | 2020-05-30 | 24 |
|        | 2020-05-31 | 24 |
| June   | 2020-06-01 | 2  |
|        | 2020-06-03 | 24 |
|        | 2020-06-04 | 2  |
|        | 2020-06-27 | 24 |
|        | 2020-06-28 | 24 |
|        | 2020-06-29 | 2  |
| July   | 2020-07-01 | 24 |
|        | 2020-07-02 | 1  |
|        | 2020-07-04 | 24 |
|        | 2020-07-05 | 24 |
|        | 2020-07-06 | 1  |
|        | 2020-07-08 | 24 |
|        | 2020-07-09 | 1  |
| August | 2020-08-01 | 24 |
|        | 2020-08-02 | 24 |
|        | 2020-08-03 | 1  |
|        | 2020-08-05 | 24 |
|        | 2020-08-06 | 24 |
|        | 2020-08-07 | 1  |
|        | 2020-08-08 | 24 |
|        | 2020-08-09 | 24 |
|        | 2020-08-10 | 1  |
|        | 2020-08-12 | 24 |
|        | 2020-08-13 | 1  |

|           |            |    |
|-----------|------------|----|
|           | 2020-08-29 | 24 |
|           | 2020-08-30 | 24 |
|           | 2020-08-31 | 1  |
| September | 2020-09-02 | 24 |
|           | 2020-09-03 | 1  |
|           | 2020-09-05 | 24 |
|           | 2020-09-06 | 24 |
|           | 2020-09-07 | 1  |
|           | 2020-09-09 | 24 |
|           | 2020-09-10 | 1  |
|           | 2020-09-12 | 24 |
|           | 2020-09-13 | 24 |
|           | 2020-09-14 | 1  |
| October   | 2020-10-10 | 24 |
|           | 2020-10-11 | 24 |
|           | 2020-10-12 | 1  |
|           | 2020-10-14 | 24 |
|           | 2020-10-15 | 1  |
|           | 2020-10-17 | 24 |
|           | 2020-10-18 | 24 |
|           | 2020-10-19 | 1  |
| November  | 2020-11-11 | 24 |
|           | 2020-11-14 | 24 |
|           | 2020-11-15 | 24 |
|           | 2020-11-18 | 24 |
|           | 2020-11-21 | 24 |
|           | 2020-11-29 | 24 |
| December  | 2020-12-23 | 24 |
|           | 2020-12-24 | 24 |
|           | 2020-12-25 | 24 |
|           | 2020-12-26 | 24 |
|           | 2020-12-27 | 13 |

|         |            |         |
|---------|------------|---------|
| January | 2021-01-20 | 13      |
|         | 2021-01-23 | 24      |
|         | 2021-01-24 | 24      |
|         | 2021-01-25 | 1       |
|         | 2021-01-27 | 13      |
|         | 2021-01-30 | 24      |
|         | 2021-01-31 | 14      |
| March   | 2021-03-10 | 24      |
|         | 2021-03-11 | 1       |
|         | 2021-03-13 | 24      |
|         | 2021-03-14 | 24      |
|         | 2021-03-15 | 1       |
|         | 2021-03-17 | 13      |
|         | 2021-03-20 | 13      |
|         | 2021-03-21 | 13      |
| Total   |            | 1,400.0 |

| Victoria County Memorial Hospital |            |              |
|-----------------------------------|------------|--------------|
| Month                             | Date       | Hours Closed |
| April                             | 2020-04-01 | 14           |
|                                   | 2020-04-09 | 15.5         |
|                                   | 2020-04-18 | 14           |
|                                   | 2020-04-23 | 14           |
|                                   | 2020-04-24 | 16           |
|                                   | 2020-04-25 | 16           |
|                                   | 2020-04-26 | 16           |
|                                   | 2020-04-28 | 14           |
| May                               | 2020-05-07 | 14           |
|                                   | 2020-05-12 | 14           |
|                                   | 2020-05-16 | 24           |
|                                   | 2020-05-17 | 14           |
|                                   | 2020-05-22 | 16           |

|        |            |    |
|--------|------------|----|
|        | 2020-05-23 | 16 |
|        | 2020-05-24 | 16 |
|        | 2020-05-26 | 14 |
| June   | 2020-06-06 | 16 |
|        | 2020-06-07 | 16 |
|        | 2020-06-19 | 16 |
|        | 2020-06-20 | 16 |
|        | 2020-06-21 | 16 |
|        | 2020-06-26 | 16 |
|        | 2020-06-27 | 16 |
|        | 2020-07-03 | 16 |
|        | 2020-07-04 | 16 |
| July   | 2020-07-05 | 24 |
|        | 2020-07-06 | 16 |
|        | 2020-07-18 | 16 |
|        | 2020-07-25 | 10 |
|        | 2020-07-26 | 10 |
|        | 2020-08-01 | 16 |
|        | 2020-08-02 | 16 |
| August | 2020-08-07 | 16 |
|        | 2020-08-08 | 16 |
|        | 2020-08-09 | 16 |
|        | 2020-08-11 | 24 |
|        | 2020-08-12 | 2  |
|        | 2020-08-15 | 16 |
|        | 2020-08-16 | 24 |
|        | 2020-08-17 | 16 |
|        | 2020-08-21 | 16 |
|        | 2020-08-22 | 16 |
|        | 2020-08-23 | 16 |
|        | 2020-08-27 | 24 |
|        | 2020-08-28 | 18 |

|           |            |    |
|-----------|------------|----|
|           | 2020-08-29 | 16 |
|           | 2020-08-30 | 16 |
| September | 2020-09-01 | 24 |
|           | 2020-09-02 | 1  |
|           | 2020-09-04 | 24 |
|           | 2020-09-05 | 17 |
|           | 2020-09-06 | 16 |
|           | 2020-09-10 | 24 |
|           | 2020-09-11 | 1  |
|           | 2020-09-12 | 16 |
|           | 2020-09-13 | 24 |
|           | 2020-09-14 | 16 |
|           | 2020-09-19 | 16 |
|           | 2020-09-20 | 16 |
|           | 2020-09-24 | 24 |
|           | 2020-09-25 | 16 |
|           | 2020-09-26 | 16 |
|           | 2020-09-27 | 16 |
| October   | 2020-10-03 | 24 |
|           | 2020-10-04 | 24 |
|           | 2020-10-05 | 1  |
|           | 2020-10-06 | 24 |
|           | 2020-10-07 | 1  |
|           | 2020-10-08 | 24 |
|           | 2020-10-09 | 1  |
|           | 2020-10-10 | 24 |
|           | 2020-10-11 | 16 |
|           | 2020-10-15 | 16 |
|           | 2020-10-16 | 16 |
|           | 2020-10-17 | 16 |
|           | 2020-10-18 | 16 |
|           | 2020-10-23 | 16 |

|          |            |    |
|----------|------------|----|
|          | 2020-10-24 | 16 |
|          | 2020-10-25 | 16 |
|          | 2020-10-31 | 24 |
| November | 2020-11-01 | 2  |
|          | 2020-11-07 | 16 |
|          | 2020-11-08 | 24 |
|          | 2020-11-09 | 16 |
|          | 2020-11-13 | 16 |
|          | 2020-11-14 | 16 |
|          | 2020-11-15 | 16 |
|          | 2020-11-19 | 24 |
|          | 2020-11-20 | 16 |
|          | 2020-11-21 | 16 |
|          | 2020-11-22 | 24 |
|          | 2020-11-23 | 16 |
|          | 2020-11-25 | 24 |
|          | 2020-11-26 | 1  |
|          | 2020-11-27 | 24 |
|          | 2020-11-28 | 24 |
|          | 2020-11-29 | 16 |
| December | 2020-12-03 | 24 |
|          | 2020-12-05 | 16 |
|          | 2020-12-06 | 16 |
|          | 2020-12-12 | 16 |
|          | 2020-12-13 | 16 |
|          | 2020-12-19 | 16 |
|          | 2020-12-20 | 24 |
|          | 2020-12-21 | 16 |
|          | 2020-12-26 | 16 |
|          | 2020-12-31 | 24 |
| January  | 2021-01-02 | 16 |
|          | 2021-01-03 | 16 |

|          |            |         |
|----------|------------|---------|
|          | 2021-01-09 | 16      |
|          | 2021-01-10 | 16      |
|          | 2021-01-16 | 16      |
|          | 2021-01-17 | 16      |
|          | 2021-01-20 | 11      |
|          | 2021-01-23 | 24      |
|          | 2021-01-24 | 16      |
|          | 2021-01-30 | 16      |
|          | 2021-01-31 | 16      |
| February | 2021-02-06 | 16      |
|          | 2021-02-07 | 16      |
|          | 2021-02-13 | 16      |
|          | 2021-02-14 | 16      |
|          | 2021-02-20 | 24      |
|          | 2021-02-21 | 24      |
|          | 2021-02-22 | 1       |
|          | 2021-02-23 | 14      |
|          | 2021-02-24 | 15      |
|          | 2021-02-27 | 16      |
|          | 2021-02-28 | 16      |
| March    | 2021-03-06 | 16      |
|          | 2021-03-07 | 16      |
|          | 2021-03-11 | 24      |
|          | 2021-03-12 | 17      |
|          | 2021-03-13 | 16      |
|          | 2021-03-14 | 24      |
|          | 2021-03-15 | 16      |
|          | 2021-03-16 | 9       |
|          | 2021-03-19 | 24      |
|          | 2021-03-20 | 24      |
|          | 2021-03-21 | 17      |
| Total    |            | 2,324.5 |

## Zone 4 (Central)

| Eastern Shore Memorial Hospital |            |              |
|---------------------------------|------------|--------------|
| Month                           | Date       | Hours Closed |
| April                           | 2020-04-13 | 24           |

|           |            |      |
|-----------|------------|------|
|           | 2020-04-16 | 24   |
|           | 2020-04-30 | 24   |
| May       | 2020-05-15 | 12.5 |
| June      | 2020-06-01 | 8    |
|           | 2020-06-25 | 24   |
| July      | 2020-07-09 | 24   |
|           | 2020-07-10 | 11   |
|           | 2020-07-20 | 13   |
|           | 2020-07-23 | 24   |
| August    | 2020-08-04 | 12   |
|           | 2020-08-06 | 14   |
|           | 2020-08-14 | 24   |
|           | 2020-08-15 | 24   |
|           | 2020-08-16 | 24   |
|           | 2020-08-18 | 24   |
|           | 2020-08-20 | 24   |
|           | 2020-08-24 | 24   |
|           | 2020-08-25 | 24   |
|           | 2020-08-28 | 12   |
| September | 2020-09-01 | 24   |
|           | 2020-09-03 | 12   |
|           | 2020-09-08 | 24   |
|           | 2020-09-10 | 19   |
|           | 2020-09-11 | 24   |
|           | 2020-09-12 | 24   |
|           | 2020-09-13 | 24   |
|           | 2020-09-15 | 24   |
|           | 2020-09-17 | 24   |
|           | 2020-09-21 | 24   |
|           | 2020-09-22 | 12   |
|           | 2020-09-25 | 12   |
|           | 2020-09-29 | 12   |

|          |            |      |
|----------|------------|------|
| October  | 2020-10-02 | 21.5 |
|          | 2020-10-04 | 12   |
|          | 2020-10-13 | 24   |
|          | 2020-10-14 | 24   |
|          | 2020-10-23 | 12   |
|          | 2020-10-27 | 12   |
|          | 2020-10-29 | 24   |
|          | 2020-10-31 | 10   |
| November | 2020-11-02 | 24   |
|          | 2020-11-03 | 12   |
|          | 2020-11-05 | 11.5 |
|          | 2020-11-06 | 24   |
|          | 2020-11-07 | 24   |
|          | 2020-11-08 | 24   |
|          | 2020-11-10 | 12   |
|          | 2020-11-12 | 24   |
|          | 2020-11-16 | 24   |
|          | 2020-11-17 | 12   |
|          | 2020-11-20 | 12   |
|          | 2020-11-24 | 12   |
|          | 2020-11-26 | 24   |
|          | 2020-11-28 | 12.5 |
|          | 2020-11-30 | 24   |
| December | 2020-12-01 | 12   |
|          | 2020-12-03 | 24   |
|          | 2020-12-04 | 12   |
|          | 2020-12-06 | 24   |
|          | 2020-12-08 | 12   |
|          | 2020-12-10 | 12   |
|          | 2020-12-14 | 24   |
|          | 2020-12-15 | 24   |
|          | 2020-12-17 | 24   |

|          |            |    |
|----------|------------|----|
|          | 2020-12-18 | 23 |
|          | 2020-12-22 | 24 |
|          | 2020-12-24 | 24 |
|          | 2020-12-29 | 12 |
|          | 2020-12-30 | 24 |
|          | 2020-12-31 | 24 |
| January  | 2021-01-05 | 12 |
|          | 2021-01-07 | 24 |
|          | 2021-01-11 | 12 |
|          | 2021-01-12 | 12 |
|          | 2021-01-15 | 24 |
|          | 2021-01-16 | 24 |
|          | 2021-01-17 | 24 |
|          | 2021-01-19 | 12 |
|          | 2021-01-21 | 24 |
|          | 2021-01-25 | 24 |
|          | 2021-01-26 | 12 |
|          | 2021-01-29 | 12 |
| February | 2021-02-01 | 24 |
|          | 2021-02-02 | 12 |
|          | 2021-02-04 | 24 |
|          | 2021-02-05 | 24 |
|          | 2021-02-09 | 12 |
|          | 2021-02-12 | 24 |
|          | 2021-02-13 | 24 |
|          | 2021-02-14 | 11 |
|          | 2021-02-16 | 24 |
| March    | 2021-02-18 | 12 |
|          | 2021-02-23 | 12 |
|          | 2021-02-26 | 12 |
|          | 2021-03-01 | 24 |
|          | 2021-03-02 | 12 |

|       |            |         |
|-------|------------|---------|
|       | 2021-03-04 | 24      |
|       | 2021-03-08 | 24      |
|       | 2021-03-09 | 12      |
|       | 2021-03-12 | 24      |
|       | 2021-03-13 | 24      |
|       | 2021-03-15 | 12      |
|       | 2021-03-18 | 24      |
|       | 2021-03-22 | 24      |
|       | 2021-03-23 | 12      |
|       | 2021-03-26 | 12      |
|       | 2021-03-29 | 24      |
|       | 2021-03-30 | 12      |
| Total |            | 2,063.0 |

| Hants Community Hospital |            |              |
|--------------------------|------------|--------------|
| Month                    | Date       | Hours Closed |
| September                | 2020-09-04 | 10.5         |
| Total                    |            | 10.5         |

| Musquodoboit Valley Memorial Hospital |            |              |
|---------------------------------------|------------|--------------|
| Month                                 | Date       | Hours Closed |
| April                                 | 2020-04-01 | 12           |
|                                       | 2020-04-02 | 12           |
|                                       | 2020-04-03 | 12           |
|                                       | 2020-04-06 | 12           |
|                                       | 2020-04-08 | 12           |
|                                       | 2020-04-09 | 12           |
|                                       | 2020-04-15 | 12           |
|                                       | 2020-04-20 | 12           |
|                                       | 2020-04-22 | 12           |
|                                       | 2020-04-27 | 12           |
|                                       | 2020-04-29 | 12           |

|      |            |    |
|------|------------|----|
| May  | 2020-05-01 | 12 |
|      | 2020-05-04 | 12 |
|      | 2020-05-06 | 12 |
|      | 2020-05-07 | 12 |
|      | 2020-05-08 | 12 |
|      | 2020-05-11 | 12 |
|      | 2020-05-13 | 12 |
|      | 2020-05-14 | 12 |
|      | 2020-05-15 | 12 |
|      | 2020-05-18 | 12 |
|      | 2020-05-20 | 12 |
|      | 2020-05-21 | 12 |
|      | 2020-05-22 | 12 |
|      | 2020-05-25 | 12 |
|      | 2020-05-27 | 12 |
|      | 2020-05-28 | 12 |
|      | 2020-05-29 | 12 |
| June | 2020-06-01 | 12 |
|      | 2020-06-04 | 12 |
|      | 2020-06-05 | 12 |
|      | 2020-06-08 | 12 |
|      | 2020-06-11 | 12 |
|      | 2020-06-12 | 12 |
|      | 2020-06-15 | 12 |
|      | 2020-06-17 | 12 |
|      | 2020-06-18 | 12 |
|      | 2020-06-19 | 12 |
|      | 2020-06-22 | 12 |
|      | 2020-06-24 | 12 |
|      | 2020-06-26 | 12 |
|      | 2020-06-29 | 4  |
|      | 2020-06-30 | 12 |

|           |            |     |
|-----------|------------|-----|
| July      | 2020-07-01 | 12  |
|           | 2020-07-02 | 12  |
|           | 2020-07-03 | 12  |
|           | 2020-07-08 | 12  |
|           | 2020-07-10 | 12  |
|           | 2020-07-13 | 4.5 |
|           | 2020-07-15 | 4.5 |
|           | 2020-07-20 | 12  |
|           | 2020-07-22 | 12  |
|           | 2020-07-24 | 12  |
|           | 2020-07-27 | 4.5 |
|           | 2020-07-29 | 12  |
|           | 2020-07-31 | 12  |
| August    | 2020-08-05 | 4.5 |
|           | 2020-08-07 | 4.5 |
|           | 2020-08-10 | 4.5 |
|           | 2020-08-11 | 12  |
|           | 2020-08-12 | 4.5 |
|           | 2020-08-13 | 12  |
|           | 2020-08-14 | 4.5 |
|           | 2020-08-17 | 12  |
|           | 2020-08-19 | 12  |
|           | 2020-08-21 | 4.5 |
|           | 2020-08-24 | 12  |
|           | 2020-08-26 | 12  |
|           | 2020-08-28 | 12  |
|           | 2020-08-31 | 12  |
| September | 2020-09-01 | 12  |
|           | 2020-09-02 | 12  |
|           | 2020-09-03 | 12  |
|           | 2020-09-04 | 12  |
|           | 2020-09-07 | 12  |

|          |            |     |
|----------|------------|-----|
|          | 2020-09-09 | 12  |
|          | 2020-09-11 | 12  |
|          | 2020-09-14 | 12  |
|          | 2020-09-16 | 12  |
|          | 2020-09-18 | 12  |
|          | 2020-09-21 | 12  |
|          | 2020-09-23 | 4.5 |
|          | 2020-09-25 | 4.5 |
|          | 2020-09-28 | 12  |
|          | 2020-09-30 | 12  |
| October  | 2020-10-02 | 12  |
|          | 2020-10-07 | 12  |
|          | 2020-10-09 | 4.5 |
|          | 2020-10-12 | 12  |
|          | 2020-10-14 | 12  |
|          | 2020-10-17 | 4.5 |
|          | 2020-10-18 | 12  |
|          | 2020-10-19 | 12  |
|          | 2020-10-21 | 12  |
|          | 2020-10-23 | 12  |
|          | 2020-10-24 | 4.5 |
| November | 2020-10-25 | 12  |
|          | 2020-10-26 | 12  |
|          | 2020-10-28 | 4.5 |
|          | 2020-11-02 | 12  |
|          | 2020-11-04 | 12  |
|          | 2020-11-05 | 12  |
|          | 2020-11-06 | 4.5 |
|          | 2020-11-09 | 12  |
|          | 2020-11-11 | 12  |
|          | 2020-11-13 | 2.5 |
|          | 2020-11-16 | 12  |

|          |            |     |
|----------|------------|-----|
|          | 2020-11-18 | 12  |
|          | 2020-11-20 | 12  |
|          | 2020-11-23 | 12  |
|          | 2020-11-25 | 12  |
|          | 2020-11-27 | 12  |
|          | 2020-11-30 | 12  |
| December | 2020-12-02 | 12  |
|          | 2020-12-04 | 12  |
|          | 2020-12-07 | 12  |
|          | 2020-12-09 | 2.5 |
|          | 2020-12-11 | 4.5 |
|          | 2020-12-14 | 12  |
|          | 2020-12-16 | 12  |
|          | 2020-12-18 | 12  |
|          | 2020-12-21 | 12  |
|          | 2020-12-23 | 4.5 |
|          | 2020-12-24 | 4.5 |
|          | 2020-12-25 | 12  |
|          | 2020-12-26 | 12  |
|          | 2020-12-28 | 12  |
|          | 2020-12-30 | 12  |
| January  | 2021-01-01 | 12  |
|          | 2021-01-04 | 12  |
|          | 2021-01-06 | 12  |
|          | 2021-01-08 | 12  |
|          | 2021-01-11 | 12  |
|          | 2021-01-13 | 12  |
|          | 2021-01-15 | 12  |
|          | 2021-01-18 | 12  |
|          | 2021-01-20 | 12  |
|          | 2021-01-22 | 12  |
|          | 2021-01-25 | 12  |

|          |            |    |
|----------|------------|----|
|          | 2021-01-27 | 12 |
|          | 2021-01-29 | 12 |
| February | 2021-02-01 | 12 |
|          | 2021-02-03 | 12 |
|          | 2021-02-05 | 12 |
|          | 2021-02-06 | 12 |
|          | 2021-02-08 | 12 |
|          | 2021-02-10 | 12 |
|          | 2021-02-12 | 12 |
|          | 2021-02-13 | 12 |
|          | 2021-02-15 | 12 |
|          | 2021-02-19 | 12 |
|          | 2021-02-20 | 12 |
|          | 2021-02-21 | 12 |
|          | 2021-02-22 | 12 |
|          | 2021-02-26 | 12 |
|          | 2021-02-27 | 12 |
| March    | 2021-03-01 | 12 |
|          | 2021-03-02 | 12 |
|          | 2021-03-03 | 12 |
|          | 2021-03-04 | 12 |
|          | 2021-03-05 | 12 |
|          | 2021-03-06 | 12 |
|          | 2021-03-07 | 12 |
|          | 2021-03-08 | 12 |
|          | 2021-03-10 | 12 |
|          | 2021-03-12 | 12 |
|          | 2021-03-13 | 12 |
|          | 2021-03-15 | 4  |
|          | 2021-03-16 | 12 |
|          | 2021-03-17 | 12 |
|          | 2021-03-18 | 12 |

|       |            |         |
|-------|------------|---------|
|       | 2021-03-19 | 12      |
|       | 2021-03-20 | 12      |
|       | 2021-03-22 | 12      |
|       | 2021-03-24 | 4.5     |
|       | 2021-03-26 | 4.5     |
|       | 2021-03-27 | 12      |
|       | 2021-03-29 | 12      |
| Total |            | 1,980.0 |

| Twin Oaks Memorial Hospital |            |              |
|-----------------------------|------------|--------------|
| Month                       | Date       | Hours Closed |
| May                         | 2020-05-16 | 5            |
| June                        | 2020-06-19 | 12           |
|                             | 2020-06-20 | 12           |
|                             | 2020-06-21 | 12           |
| July                        | 2020-07-19 | 12           |
|                             | 2020-07-22 | 10           |
|                             | 2020-07-23 | 13           |
| August                      | 2020-08-05 | 13           |
|                             | 2020-08-08 | 16           |
|                             | 2020-08-09 | 12           |
|                             | 2020-08-14 | 15           |
|                             | 2020-08-16 | 12           |
|                             | 2020-08-21 | 12           |
|                             | 2020-08-24 | 4            |
|                             | 2020-08-26 | 7            |
|                             | 2020-08-31 | 12           |
| September                   | 2020-09-06 | 12           |
|                             | 2020-09-08 | 12           |
|                             | 2020-09-10 | 3            |
|                             | 2020-09-11 | 13           |
|                             | 2020-09-12 | 8            |

|          |            |    |
|----------|------------|----|
|          | 2020-09-19 | 12 |
|          | 2020-09-20 | 12 |
|          | 2020-09-26 | 8  |
| October  | 2020-10-06 | 12 |
|          | 2020-10-13 | 10 |
|          | 2020-10-23 | 12 |
|          | 2020-10-24 | 12 |
|          | 2020-10-28 | 19 |
|          | 2020-10-30 | 24 |
|          | 2020-10-31 | 24 |
| November | 2020-11-01 | 19 |
|          | 2020-11-02 | 24 |
|          | 2020-11-03 | 24 |
|          | 2020-11-04 | 7  |
|          | 2020-11-06 | 24 |
|          | 2020-11-07 | 7  |
|          | 2020-11-08 | 5  |
|          | 2020-11-09 | 24 |
|          | 2020-11-10 | 7  |
|          | 2020-11-12 | 13 |
|          | 2020-11-20 | 16 |
|          | 2020-11-22 | 13 |
|          | 2020-11-24 | 24 |
|          | 2020-11-25 | 7  |
|          | 2020-11-26 | 19 |
| December | 2020-11-30 | 24 |
|          | 2020-12-01 | 23 |
|          | 2020-12-03 | 1  |
|          | 2020-12-04 | 24 |
|          | 2020-12-05 | 7  |
|          | 2020-12-06 | 13 |
|          | 2020-12-08 | 13 |

|          |            |         |
|----------|------------|---------|
|          | 2020-12-13 | 13      |
|          | 2020-12-14 | 13      |
|          | 2020-12-16 | 24      |
|          | 2020-12-17 | 7       |
|          | 2020-12-18 | 24      |
|          | 2020-12-19 | 19      |
|          | 2020-12-21 | 24      |
|          | 2020-12-22 | 14      |
|          | 2020-12-26 | 24      |
|          | 2020-12-27 | 7       |
|          | 2020-12-28 | 24      |
|          | 2020-12-29 | 7       |
| January  | 2021-01-13 | 19      |
|          | 2021-01-18 | 4       |
|          | 2021-01-20 | 19      |
|          | 2021-01-31 | 13      |
| February | 2021-02-25 | 10      |
|          | 2021-02-27 | 24      |
|          | 2021-02-28 | 7       |
| March    | 2021-03-11 | 17      |
|          | 2021-03-28 | 3       |
| Total    |            | 1,026.0 |

