

Cultivating quality care that is patient centred, timely, efficient, effective, equitable and safe.

Excellent Care for All Act

The government has proposed changes to the regulations under the Excellent Care For All Act (ECFAA) that would permit the government to establish mandatory indicators for hospitals to include in their Annual Quality Improvement Plans (QIPs). Indicators specified by the Minister of Health and Long-Term Care could be related to accessibility, appropriateness, effectiveness, efficiency, equity, integration, patient-centredness, population health, quality of care, and patient and provider safety.

Obstetrics

A designer has been engaged to assist with preparing materials to market the LMH obstetrics service within the community. The marketing approach will include posters, postcards and newspaper coverage. Improvements will be made to the description of the service on the LWHA website and some targeted social media messages will be developed. Potential esthetic improvements are being considered for the maternal newborn space. The Maternal Newborn Steering Committee, which includes patients, will continue to monitor and provide insight into this work.

Accreditation - 2017

We are now approximately 8 months away from our Accreditation Canada survey which will take place November 27th to 30th. Numerous individuals and committees continue the task of ensuring we achieve a successful accreditation in November. As always, much has been accomplished to date while additional work remains to be done before November. Updates include:

- Program leads continue to monitor and implement standards and changes into practice
 - Required Organizational Practices are 74% complete (must have completed prior to on-site survey)
 - Red Flags from Program action plans are 55% complete (must have plan in place for each item prior to on-site survey)
- Monthly topics to be sent out in "The Pulse" newsletter.
- Qmentum program changes will be discussed with program leads.

Risk Assessments

Annual violence risk assessment for each workplace has been completed for 2017. Findings and recommendations will be presented to the Joint Health and Safety Committee in April. The findings included such risks as: potential hiding spots for an intruder/unwanted visitor; security alerts in some areas; posting visitor rules or expectations; and the use of visual aids such as mirrors.

Senior Friendly Hospital Projects

- The Senior Friendly ACTION team attended the ACTION education and networking day in Toronto in March.

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- Next step is implementation of delirium care plan. Education will be based on departmental surveys
- A Continence Program is being trialed to identify and manage various forms of incontinence. Incontinence has been identified as a contributor to inpatient falls.

Rehabilitation Program

All staff are now hired for the rehabilitation program in Wingham and the service is now available. We are in the process of 'marketing' this service to area hospitals and the broader community.

The new bedded definitions are live in the region as of end of February. LWHA has developed a log sheet for collection of patient designations. As well, care plans have been updated to reflect designations.

- Wingham Rehabilitation program has updated rehab care plans as well as a supplemental care plan for patents internally transferred to Rehab from Acute Care. A step by step process has been developed to define the rehab journey that focuses on patient goals.

Community Outpatient Physio Clinic

Wingham and District Hospital is pleased to announce the addition of a second physiotherapist to our team, enabling us to implement the Community Outpatient Physiotherapy Clinic (Episode of Care Clinic) as of February 21, 2017. We received funding for this clinic a couple years ago. We have been successful in our recruitment efforts and can implement the program.

Cultivating a workplace that nurtures individual and collective potential.

New Employee Orientation

The CEO meets with all new employees at the general orientation. The Vision, Mission and Values of the organization, the Governance and Leadership structure, as well as a general update on activities within the hospitals are discussed. It is gratifying to hear a very positive response to the vision and mission statements of the organization.

Executive Compensation

The government is expected to issue additional guidance with respect to preparing executive compensation frameworks. A meeting of all members of the Ontario Hospital Association was cancelled in anticipation of material changes to the requirements.

Purchasing

Our purchaser Jason Wilhelm has left LWHA to pursue another opportunity. We have posted for a new purchaser, and have conducted interviews. We hope to fill this position quickly because it plays a key role for the organization in purchasing, compliance, contract management, project management and capital budgeting.

Information Technology

We have recently finished installation of hardware and software that will assist with our backup of data and our business continuity planning. This was part of our capital plan for the year to increase the reliability and resiliency of our networks and data.

We have also just finished moving the wiring closet from the business office to its new location. This was done in advance of the construction of our new oncology and pharmacy spaces which will be where health

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records and the business office were, just behind reception. This was a great effort on behalf of the IT staff and involved moving all the internal wiring and switches that control our network connections and phone lines.

Laboratory

The “MUSE” project (electronic reporting of electrocardiogram tracings and reports) has a scheduled go-live date of March 27th (Listowel) and March 29th (Wingham). Our reading physicians (Cardiology and Internal Medicine) are supportive of this project. In addition to improved access and reduced clerical time, we anticipate our reporting times to improve by 30%.

Wingham received its secondary collection center license to operate the phlebotomy service in the Royal Oaks Health and Wellness Centre.

Both sites will have completed by April, the self-assessment process for laboratory accreditation with the Institute of Quality Management in Healthcare. Over 450 standards are reviewed.

The Listowel laboratory continues to have a vacant part-time technologist position. We did not receive any applicants from our last external posting.

Diagnostic Imaging

Final drawings for the CT suite are completed and we have received Ministry approval for the design regarding radiation safety (Healing Arts Radiation Protection Act). Construction will start the week of March 27th and be completed over a 9 week timeframe. The scanner is scheduled to arrive the week of May 30th. One of our CT technologists will be spending two weeks at Grey Bruce Health Services CT department and another at the McMaster Hospital CT department, gaining valuable insight to the CT operations. We are arranging similar visits to St Marys (Kitchener) and Grand River Hospitals.

We have completed the RFP process for the replacement of our digital radiography and fluoroscopy equipment at both sites. Negotiations have taken place and we are within the capital budgeted amounts. On the maintenance side, Wingham will realize a slight increase in operating costs while Listowel will have a slight decrease (Wingham is replacing an older “computed radiography” machine which was less expensive to maintain). Of special note, the fluoroscopy equipment we selected is in use throughout Europe but we may be the first hospital in Canada to install it. There are a couple clinics in Quebec currently using the equipment. We are confident that the contract will provide us sufficient risk mitigation, being an early adopter in Canada. We will be entering into a showcase agreement with the vendor for this piece of equipment, this includes an angiogram feature at no charge.

We just received approval from the LHIN for our Mammography Tomosynthesis update. Due to the approval delays, this upgrade will have to wait for the completion of our CT project.

The regional Diagnostic Imaging voice recognition dictation system is being replaced with a new product. Both sites will be switched over by the end of March. LWHA currently operates its own PACs system while London Hospitals partner with several other hospitals with their PACs (digital imaging system). London has recently completed a RFP to replace their system, in which we participated. There is broad interest from

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hospitals across LHINs 1-4 to partner together for PACs. Implementation will begin soon, with various hospitals coming on in different phases over the next 3-4 years. LWHA has expressed its interest around the 3 year mark, aligning with terms of our current contract. In addition to the clinical advantages of a common PACs platform, it will save us approximately \$60k per year operationally (LWHA total).

Health Records and Privacy

Starting April 1st, we are mandated to report opioid overdoses to CIHI (Canadian Institute for Health Information) within one week. This has been previously reported but the reporting timeline is now much tighter. Statistics of LWHA opioid overdose encounters were presented.

No privacy breaches were detected in our electronic systems for the months of January to mid-March. cSWO (Connecting Southwest Ontario) after a pilot project is now launching the Digital Health Drug

Repository (DHDR). This repository will eventually include all patient prescription drug information in Ontario. LWHA has been asked to participate, in which significant resource will be required. We have started working through a required privacy assessment, but more significant will be a security assessment. Within 18 months of go-live, it is required to have a plan in place to meet the security standards which will need to be a regional effort. The security assessment contains 700 questions/standards.

Nutrition and Food Services – Listowel:

The Listowel kitchen has been undergoing a renovation since October. We are nearing completion of the project that will see the kitchen with a new ceiling, lighting, flooring, dishwasher, 3-sink manual cleaning area, and air conditioning/heating. The NFS Staff are commended for their resilience while working in smaller spaces and without the equipment that they are normally used to. This renovated space will enable us to provide a more comfortable working and pleasant environment. The maintenance staff have been highly supportive to our working needs. The end is in sight!

Accessible Workplaces

The Accessibility for Ontarians with Disabilities Act requires that at the time of hiring an employer notify applicants or potential applicants that you will accommodate disabilities. Our HR Coordinator has begun adding a line on our external postings. We believe that we have been an accommodating employer when requests or needs are submitted, however this solidifies our commitment and encourages potential applicants to bring forward their requests. Workplace information – if requested, we will work with the employee to provide workplace information in an appropriate, accessible format.

Cultivating a sustainable and resilient environment that is here for future generations.

Accessibility for Ontarians with Disabilities Act

Ontario has legislation that requires organizations to address accessibility standards in 5 areas:

1. Customer Service Standard
2. Information and Communication Standard
3. Employment Standard
4. Transportation Standard
5. Design of Public Spaces Standard

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We are impacted by all of the standards expect Transportation. Mandatory reporting of compliance with the standards is required by December 31, 2017. Work is underway to ensure we remain compliant by the end of this reporting period.

Listowel Triage, Emergency and Registration

The registration, triage and emergency rooms at Listowel were designed over 10 years ago based on planning documents prepared in 2003. Much has changed since then. Dialog Architects will be leading a brainstorming session to determine what we can realistically do to improve the use of space, accessibility and flow within registration, triage and emergency rooms.

WDH Redevelopment Projects

The Ministry of Health and Long Term Care has approved the signing of a contract to proceed with the redevelopment in Wingham. This long awaited endorsement was the final hurdle that we had to cross before beginning construction. On a further positive note, an additional \$330,500 of provincial grant will be provided to improve mechanical and electrical systems serving the renovated space.

Nith Valley is the general contractor and they have had some time during this waiting period to review the drawings, survey the building and create phasing plans for their work.

We have received occupancy approval for the primary care clinic within the Royal Oaks Health and Wellness Centre. The North Huron Family Health Team will move into the clinic in two phases before the end of March. Family physicians and their staff are expected to move in April.

Insurance Summary

A HIROC insurance summary for this year was presented. Adjustments from last year's version include increasing the value of insured properties in Wingham due to the construction of the clinic. We have been staying in contact with our insurance company to inform them of the changes to our buildings and equipment. There will be significant increases in insured values at both sites over the next couple of years as we increase our equipment and redevelop the buildings.

Public Sector Salary Disclosure:

In accordance with the *Public Sector Salary Disclosure Act, 1996*, we have reported 5 staff at the Wingham site and 7 staff at the Listowel site earned a salary greater than \$100,000 in 2016.

Overtime/Sick Time:

The Attendance Support Program will be implemented April 1, 2017. This replaces the previous Attendance Management program. The Support program clearly outlines triggers for entry and exit from steps within the program. Additionally, we have developed an organizational trend report for annual and quarterly sick time rates and costs.

Cultivating partnerships to offer a seamless patient experience.

System Capacity

The patient census remains high in both Listowel and Wingham. Many hospitals in Ontario are experiencing similar bed pressures. The number of patients waiting on a long term care bed has been

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steadily increasing over time. There is no expectation of additional long term care capacity being available in the near future. While this may be a cyclical issue, it is something that we must carefully monitor.

Other Board Highlights

Linda Bross, from BDO, was in attendance to present the audit plan for both the Listowel Memorial Hospital and the Wingham and District Hospitals. She will attend the May Board meeting to present the final report to the Board and she will also attend the Annual General Meeting on June 7th to present to the membership.

Leanna Hendricks spoke to the Board about the Crossing Bridges program supported by Choices for Change located in Listowel. This youth drop-in centre for addiction and mental health support is designed for young adults between the ages of 16 - 24. The centre provides:

- *free, confidential counselling*
- *group workshops and programs*
- *connections to community services services*
- *free wifi, computer use, and activities*
- *free food to those in need*
- *more information at choicesforchange.ca*

The centre is located at the Bethel Christian Reformed Church (345 Elizabeth Street East, Listowel).