

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

**Ambulatory Care/Specialist Support Planning**

The creation of new space in Wingham for ambulatory care and specialists was the catalyst for a discussion at both Medical Advisory Committees about current specialist services and any gaps that may exist. Both groups expressed a strong desire for additional general internal medicine support or cardiology from St. Marys, Kitchener. Wingham would benefit from additional access to gynecology, pediatric, ear nose and throat, and dermatology.

Current ambulatory care visits include:



**Patient and Staff Safety**

We have recently been trialing a status exchange between the manager and clinical nurse lead in the Wingham Inpatient unit. This standardized and brief information exchange helps to identify and plan for staffing concerns, patient and staff safety incidents, waste and overtime, equipment malfunction, etc. on a daily basis. This has been well received and will be spread to the Complex Continuing Care unit in Listowel.

### **Quality**

The Quality Improvement Plan 2018/19 kick off meeting with senior sponsors, project leads, and quality and risk took place in early April. Standard tools were presented to assist teams in assessing project strengths and weaknesses, working through change ideas, tracking progress, and reporting to the leadership team, quality teams, and board of directors. Starting in June, the board will receive a dashboard with monthly data as opposed to quarterly, along with a run chart and a driver diagram update for each indicator.

### **Rapid Assessment Zone (RAZ)**

The LMH emergency department RAZ is on track to go live on April 23<sup>rd</sup>. A real time performance board will be used to collect data, evaluate wait times, and make changes to the plan-do-study-act cycle each day. The physicians and nurses are excited to move forward on this initiative.

### *Cultivating a workplace that nurtures individual and collective potential.*

### **Joy (and Sorrow) at Work**

It is important for hospital staff and physicians to have opportunities to come together during times of both joy and sorrow. The recent tragedy in Saskatchewan involving the Humboldt Broncos had a profound impact on many of us. In honour of the Humboldt victims, the Listowel Wingham Hospitals Alliance recently held a “Jersey Day”. This event gave staff and physicians an opportunity to come together to mourn a tragic loss. It was also an opportunity for some good-natured teasing about favourite teams and local rivalries.

### **Resources**

We are excited to announce that Carrie Hurst will be joining our team this May as the Manager of ER, OR, MDRD, and Ambulatory Care. Carrie comes to us from St. Mary’s General Hospital, Kitchener where she has been a program manager of several intensive care units, an educator, and a staff nurse. She has had varied clinical experience including primary care, intensive care, and emergency medicine. Carrie was raised in Palmerston and has lived in that community for many years with her husband Michael and 4 year old son Luke. She is excited to join the team and get to know everyone!

We have filled the temporary vacancy in clinical informatics. Mary-Lou Albers will be joining the team temporarily to cover the Wingham site. Her training will begin April 23. We have successfully recruited for the nursing vacancies of concern, and are hosting an additional orientation at the end of April to expedite onboarding processes.

We are currently interviewing for permanent Clinical Nurse Leads (CNL) that will oversee medicine and emergency in Listowel, and inpatient and emergency in Wingham. This CNL will be responsible for facilitating patient flow and maintaining efficient staffing practices. They will support staff in providing evidence-based care. They will assist in enhancing staff capacity to documenting in and troubleshooting

our electronic health record as we move into nursing clinical documentation in the inpatient units. In addition, they will strengthen relationships between departments to improve patient transitions and experiences.

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

#### **Finance**

It was announced following the recent budget that both hospital corporations would be receiving a 2% base budget increase for 2018/19. Recent correspondence from the LHIN informs us that the funding is subject to the appropriation of funds by the Ontario legislature and until that occurs only 60% of the increase will be included in our cashflow from the Ministry.

#### **Redevelopment**

Construction continues on the pharmacy and oncology departments in Wingham. Drywall is mostly installed and painting has begun. Upcoming activities include:

- Move to temporary ambulatory care and specialist space – June
- Move to new Oncology, Pharmacy, Gift Shop and Foundation Office – late July, early August
- Move to new Team Station – August

We anticipate a public open house in early September in partnership with the Wingham and District Hospital Foundation which will likely include the new Diagnostic Imaging Equipment and the Rehabilitation department.

Improvements are underway to the patient and visitor lounge adjacent to the palliative care suite on the first floor in Listowel. The windows have been replaced and work is underway and scheduled to paint the walls, replace the flooring and install millwork. New furniture has also been ordered.

### *Cultivating partnerships to offer a seamless patient experience.*

#### **Primary Care Support**

The hospital and North Huron Family Health Team continue to support primary care services in Lucknow. Between nurse practitioner and family physician coverage, there is an average of over 4 days per week of support from April through July. While two weeks have only 1 day of coverage, the weeks immediately before and after those weeks have excellent coverage. Transition plans continue to ensure the Lucknow practice is ready to welcome two new physicians this summer. We are awaiting signed contracts before making formal announcements.

The greatest current concern is the identification of suitable housing for one of the physicians. With 4 children, their preference is a 4 bedroom house within the Maitland River Elementary School area. Any support in identifying a suitable home would be appreciated.

### **Annual Board Retreat**

The strategic plan for the Listowel Wingham Hospitals Alliance is scheduled to be refreshed in 2019. Consistent with the Strategic Planning and Communications committee discussion, the board retreat will be scheduled in the fall 2019 in order to better align with other corporate activities.

### **Family Health Team Strategic Planning**

Several hospital board members and staff participated in a recent strategic planning event with the North Huron Family Health Team and North Perth Family Health Team facilitated by Jim Whaley. Once the summary of results for this event are available, we will be looking for opportunities to work together more closely with the family health teams.

### **Mental Health and Addictions**

Improving care for patients with mental health and addictions is one of the targeted improvement initiatives in our Quality Improvement Plan for 2018/19. It is also an area of focus for the Huron Perth Sub-Region Integration Table of the SW-LHIN. We are fortunate that our internal work is taking place at the same time as the broader health care system is focusing on improving care for those with mental health and addictions issues.

### **Mayors and Reeves**

Each year, the board chair, CEO and Executive Directors of the family health teams meet with local mayors and reeves for a discussion on local health care services and other topics of mutual interest. This forum has been a valuable exercise for all parties and is planned again for next year. Some of the topics discussed include:

- Hospice and palliative care
- Wingham and District Hospital Redevelopment
- CT Scan
- Municipal work planned adjacent to the hospital
- Physician recruitment
- Local health integration networks
- Local long term care capacity
- Mental Health and Addictions
- Airports and Heliports

### **Huron Perth Health Care Alliance (HPHA)**

The HPHA has just issued a new “Commitments to Our Communities” document that outlines their strategic directions for the next 3 years. One of their 3 commitments is “Partnerships – collaborating with purpose”. As part of this commitment, they recently hosted a dinner meeting with board chairs, CEOs, CNEs and Chiefs of Staff from hospitals across Huron and Perth. There were no specific outcomes from this initial meeting, however, it was clear that some of the participants have a strong interest in further exploring opportunities for partnership across Huron and Perth.

### **Access and Flow**

Shannon Maier has recently joined a committee tasked by the South West LHIN to improve access and flow in the regional and tertiary acute care beds. We will be working on improving patient transitions across sites through repatriation and transfer practices, standardizing admission and discharge practices, and assessing capacity in regional acute care beds to ensure efficient and equitable use.

### ***Other Board Highlights***

Sandra Albrecht gave presentations on the Surgical and Emergency Services provided at LWHA. Topics discussed in the presentations included:

- A Patient Story
- Program descriptions
- Operational Plan Highlights
- Successes over the past year
- Work in progress
- Data/dashboards/indicators
- Barriers to Quality Care Delivery
- Patient Engagement

The 2017/2018 Quality Improvement Plan was presented for the last time. The focus has now shifted to the 2018/2019 Quality Improvement Plan which was submitted to Health Quality Ontario on March 31, 2018.

Ainsley Morrison provided the board education focusing on Patient Complaints. She described how patient complaints are received and handled in detail. Examples of possible complaints were examined and Board members were asked how they would handle these complaints.