

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

South West Regional Cancer Program

We have been actively discussing the opportunities for the expansion of cancer care in Wingham following the completion of the renovations. The South West Regional Cancer program is interested in exploring survivorship care and support and are also aware of our increased capacity in the new physical space. We have also reached out to the Grand River Regional Cancer Program in Waterloo to explore their interest in supporting care in Wingham.

Surgical Program

A total of 6 general surgeons from Stratford have been credentialed at the Listowel Memorial Hospital and are providing surgical services in the absence of Dr. Ravi Ramsewak. There is currently no backlog of surgical cases and potential surgical days have been cancelled due to a shortage of surgical referrals.

Quality Improvement Plan 2019/20

Plans are well under way for the 2019/20 QIP. Access to high quality mental health services continues to be a patient care gap. We will narrow our focus to the most prevalent diagnosis in our emergency rooms, depression and anxiety. Workplace violence remains a mandatory indicator. Joy in Work has had a successful first year in terms of increasing awareness and understanding of impediments to joy, improved communication plans, early interventions regarding daily quality improvement, and support of leaders to look for opportunities to encourage solution generation and awareness with their staff.

Narcotic Stewardship Changes

The use of opioids to manage acute pain has increased substantially, with serious unintended consequences. Four strategies will be implemented at LWHA:

- (a) Tamper-resistant prescriptions will be used for any narcotic prescription written in Cerner.
- (b) The Ontario Government has developed a stakeholder education sheet that is to be printed along with any narcotic prescription. The government mandated that this form be used "as is" without any edits. This will be printed automatically with any narcotic prescription and is intended to be reviewed with patients by their Health Care Practitioner.
- (c) All analgesic Quick Orders and Power Plans will be revised on the back end to reflect World Health Organization guidelines for acute pain management. New plans will be listed by level of analgesia required.
- (d) With any new narcotic prescription start, the default would become a 3-day max. Prescribers can change this is needed, but the default value is based on evidence guidelines and is considered sufficient for most types of acute pain management.

Health and Safety / Emergency Response:

The Joint Health and Safety Committees have met twice as site-specific committees. This change continues to promote a more effective and engaged committee.

Organizational training completed:

- An e-learning module on the new Workplace Hazardous Materials Information System (WHMIS) based on the Globally Harmonized System for classifying and labeling chemicals. This complies with our legislated training requirements for this program.
- Mock Code White drills. Code White is an emergency response plan that staff utilize to call out for support in managing an aggressive or potentially aggressive person.
- Pinel training – Pinels are restraints that may be needed in higher risk situations.

Diagnostics and Support

Commencing on January 2nd, 2019, the Listowel site started providing on site D-dimer testing. Prior to this, testing for this lab request was completed at the Wingham site and incurred a wait time for patients and physicians to receive results back, as the blood had to be taxied to Wingham for processing.

Cultivating a workplace that nurtures individual and collective potential.

Nursing Recruitment

In Wingham, we have had success in filling our vacant RPN positions and are currently evaluating full time and part time ratios in the RN staffing pool.

Critical Care Training

We have received funding for critical care training and have two nurses attending critical care courses. This is a funding initiative to increase capacity in the region for critical care nursing expertise. In rural medicine, it is important to support nurses to develop the knowledge, skill, judgement and confidence to respond to critically ill patients, and to be able to care for them as they recover, stabilize or await transport to a tertiary center.

Labour Relations:

We have one set of negotiations that will be upcoming this year with LiUNA who represents our Registered Practical Nurses in Wingham. We do not have a date as yet.

Employee Health and Wellness:

The organization is focusing on Respirator fit testing for our staff to improve our compliance rates. Initiatives to date have been successful and in the coming weeks, the leads will start taking the fit testing carts to specific units and departments for ease of access and promotion. This is a similar model as was used for the influenza vaccination program in the fall which was very successful.

Board Meeting Highlights – January 2019

Influenza vaccination rates in December 2018 were: WDH – 76% (last year 61%) and LMH – 82% (last year 66%). Special recognition to Pauline Daugherty, Coordinator of Occupational Health for her initiative and drive to promote the vaccination and make it readily available. Also, thank you to all of the staff who have participated in this year’s influenza campaign!

Recognition:

We are in the process of developing a comprehensive organizational recognition program. The leadership team will be seeking input from staff on some of the ideas and initiatives with the intent to develop a program that incorporates peer recognition, manager recognition, and organizational recognition.

Web Site Update

The LWHA Web page updating continues with a company selected and a smaller working committee developing a demo page. This will enhance our ability to communicate our services/programs and meet accessibility requirements.

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

Hospital Annual Planning Submission

The South West LHIN hosted all Huron Perth Hospitals at an event to discuss hospital plans and budgets for 2019/2020. We believe we can balance our 2019/20 operating budget if an additional 1% of operating funding is received. This result was not a surprise to the LHIN and all organizations are now awaiting some Provincial direction on their goal to reduce hallway medicine. The Ontario Hospital Association has requested a 3.45% funding increase as part of their pre-budget advocacy.

Cancer Care Ontario Transition Funding

Cancer Care Ontario has been studying their funding model for small chemotherapy clinics for several years. The recently announced outcome is a change to the calculation of transitional funding for these clinics including Wingham. Last year Wingham received \$355,000 of transitional funding. This amount will be reduced by \$81,000 per year for each of the next 3 years. The end result is better than we expected in that we will keep \$112,000 of annual funding that was lost when the funding formula changed.

Small Rural and Northern Transformation Fund

The Listowel Wingham Hospitals Alliance received funding for all of the projects submitted to the SW-LHIN for the small, rural and northern transformation fund. We were very pleased with this level of funding for some of our current initiatives. Projects funded included:

- MORE OB – Obstetrical program training - \$153,000
- Wi-Fi – system replacement - \$170,000
- NAPRA – pharmacy – standard compliance - \$45,000

Board Meeting Highlights – January 2019

In addition, we were named as partners on projects sponsor by other hospitals:

- Regional Information Technology – \$100,220 – shared across 6 hospitals
- Regional Cyber Security Project - \$158,680 – shared across 6 hospitals
- Regional Leadership Development - \$60,000 – shared across 10 hospitals

Overtime/Sick Time:

	Overtime YTD (9 months)	Sick Time YTD (9 months)
Listowel	• 3.52% (target <2.2%)	• 1.2% (target <1.8%)
Wingham	• 5.75% (target <3.5%)	• 1.21% (target <2%)

- Overtime concerns can be different in each unit and may include contributors such as staffing, sick time, modified work arrangements, callbacks, consecutive weekends, short turnaround shifts, workload and staffing up to name a few.

Family Health Team Leadership

The NHFHT Executive Director responsibilities were handed off to Mary Atkinson, Interim ED effective Dec 10, 2018.

Hospital Infrastructure Renewal Funding (HIRF)

HIRF funding announcements from the Ministry of Health and Long Term Care were received in December and Listowel will receive \$144, 443 and Wingham will receive \$191, 869. A new cooling coil and condensing unit is now out for quotes for replacement. This unit will eliminate the warm temperatures and high humidity that is being experienced in the Wingham Operating room area.

Digital Imaging

Installation of the digital radiology equipment is now completed and functioning at both sites. Currently actively recruiting for locum radiology coverage as there is a shortage of radiologists available to provide onsite coverage.

The 2nd mammography unit is underutilized due to the difference in the quality of imaging between the two mammography units. Costs associated with keeping this unit serviced are significant (service contract \$54,121 and annual physics tests of \$2,200). It would be possible to work for a period of time with only one unit by changing our booking schedules and shifts.

Cultivating partnerships to offer a seamless patient experience.

South West Local Health Integration Network

Local Health Integration Networks are not currently able to permanently fill senior leadership positions. The current political uncertainty regarding the future of the LHINs has resulted in a number of senior staff members departing from the LHIN resulting in several projects and initiatives losing momentum. The SW LHIN recently announced another interim CEO.

Municipal Leadership Engagement

On an annual basis, the Board Chair, Family Health Team Executive Director and I meet with local mayors and reeves to discuss health care topics of interest. As usual, it was a wide ranging discussion including the following topics:

- Ontario health care structure – Local Health Integration Networks
- Primary Care – shared services between North Huron and North Perth
- Home Care and Personal Support Worker shortages
- Non Urgent Transportation
- Long Term Care
- Renovation update

Huron Perth Hospitals

The Huron Perth Health Care Alliance continues to organize meetings of the board, medical staff and administrative leadership for the 8 hospitals. Topics of discussion at their most recent meeting included:

- Sub Region Integration Table update
- Mental Health and Addiction Services in Huron and Perth
- Non Urgent Patient Transportation
- Primary Care Access

Musculoskeletal Initiative

Jason Vaillancourt will be starting in Wingham in March as the Advanced Practice Provider (APP) for the spine assessment clinic. He will act as the first and primary point of contact for consultation and assessment of referred patients. He is a physiotherapist by background and will be responsible for delivering rapid patient assessment and education for this specific population of low back pain patients. He will be connected to a clinical sponsor out of LHSC (a spine surgeon) and the Advanced Practice Leader (Ravi Rastogi) who will provide clinical guidance and advanced low back pain education.

Clinical Documentation Changes

Two physicians at LMH and two physicians at WDH are trialing electronic entry of their progress notes into Cerner, as opposed to handwriting the notes in the paper chart. This will help with legibility and access, thereby improving communication amongst the care team.

Other Business

- Associate privileges in Listowel granted to Dr. Ian Cameron and Dr. Elizabeth Seary.
- Dr. Paul Rutherford's 50+ year contributions to medical care in Listowel were acknowledged.
- Dr. Latuskie noted that ER volumes are very busy with Influenza and other viruses rife in the Community so thanks are due to all Hospital Staff and Docs for their resilience