

Enriching life's journey together.

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

Quality Improvement Plan

Ainsley Morrison and Shannon Maier led a discussion intended to help inform the Quality Improvement Plan for 2020/2021. Based on feedback from multiple stakeholders, preliminary improvement efforts will be focused on:

- Mental Health and Addictions – Depression and Anxiety – reducing ER revisits and ensuring patients receive necessary support
- Workplace Violence – increasing reporting of workplace violence and reducing incidents resulting in harm
- Conservable Days – reducing the number of conservable inpatient days (ie. Patients that no longer require care in hospital or exceed expected length of stay) without increasing readmissions.
- Joy in Work – addressing psychological safety in the workplace and increasing overall joy in work.

Outpatient Social Worker

We have had access to an Outpatient Social Worker since September and the service has proven to be extremely valuable. Referrals to the service are coming from both hospital and community with requests to assist individuals with housing, employment, social service access and other social determinants of health issues. The position has been funded through Small, Rural and Northern Innovation funding and efforts continue to identify long term funding sources. We have extended the service to 4 days per week until March 31.

Mental Health

The emergency department care pathway for patients presenting with depression or anxiety went live on January 13. This pathway will be used for patients that present with anxiety and/or depression and will provide staff with the tools needed to care for these patients from Triage through to Discharge. It will also standardize the care for each visit for these patients.

On the back of the Pathway are breathing exercises and a calming counts exercise that can be done with the patient while in triage if needed. We have modified the patient surveys to support data collection for patients presenting with anxiety and/or depression and are making efforts to increase the number of surveys completed in the emergency department.

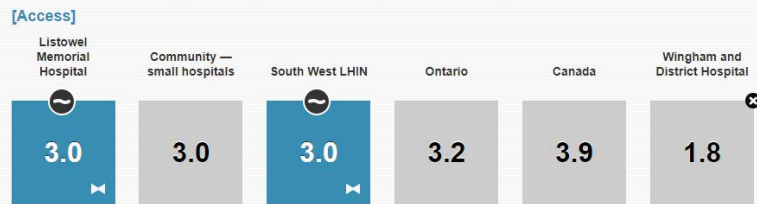
ED Wait Times

The clinical leadership team spent some time benchmarking ED wait times as posting wait times is on our corporate objectives. We are confident that our wait times are in line, or better than,

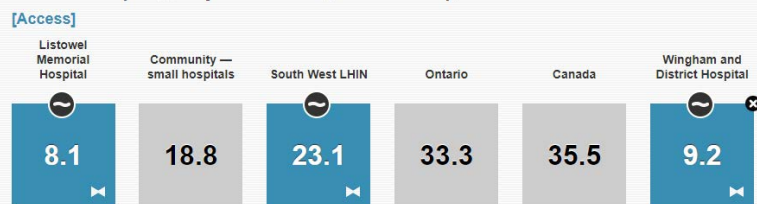
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the provincial and regional comparators (CIHI). However, we recognize that our communities continue to struggle with waits that are longer than in the past. Carrie Hurst will be working on a plan to market our wait times differently to the community, as opposed to implementing real time reports that would require IT resources and infrastructure to implement.

Emergency Department Wait Time for Physician Initial Assessment (90% Spent Less, in Hours), 2018–2019



Total Time Spent in Emergency Department for Admitted Patients (90% Spent Less, in Hours), 2018–2019



Influenza Vaccination

As a result of a strong effort by Pauline Daugherty to increase our influenza vaccination rates, we have achieved the highest vaccination coverage in recent memory.

SITE	2018	2019
WDH	76%	82%
LMH	82%	90%

Diagnostic Imaging

Diagnostic Imaging is now offering evening appointments for Ontario Breast Screening Program bookings which will enhance patient satisfaction. Frequency will be determined based on bookings.

Scheduling changes in Diagnostic Imaging Department starting in January will result in consistent hours of on-site CT coverage Monday to Friday (8am-11pm) and consistent day-time hours (730am-330pm) on the weekend. Physician guidelines for after-hours CT ordering have been developed.

Successful Regional Picture Archiving and Communication system (PACs) implementation occurred on December 12th, 2019. LWHA is now sharing a PACs system with 14 regional hospitals. Physicians now have access to images across 16 sites in southwestern Ontario.

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Health and Safety / Emergency Response:

The LWHA Workplace Violence Steering committee have planned for safety enhancements of our main registration areas that ideally will be implemented by the end of this fiscal year. Further, we will be providing Supervisor Competency training for all Lead Hands, Team Leads, Senior Techs and Clinical Nurse Leads, as well as further staff education of the LWHA Workplace violence policy and respective programs.

The Wingham site was not successful in meeting the timelines for evacuation in order to comply with the Vulnerable Sector Fire Drill Evacuation. To be successful, evacuation of the hot room and zone must occur within 1 minute and 45 seconds and 15 minutes respectively, at the lowest daily staffing level. The Health and Safety Officer is working with clinical staff and management to enhance the education, training and communication that would support a successful outcome of such as critical event.

The Health and Safety team is in the early planning stages for All Staff Skills Days 2020. We had great feedback last year and we are hoping to continue to meet the needs of our staff and leaders with this half day training.

Cultivating a workplace that nurtures individual and collective potential.

Surgeon Recruitment

We are excited to have Dr. Zeeshan Rana joining us effective March 2, 2020. Dr. Rana will be providing general surgical services in both Listowel and Wingham and C-Section coverage in Listowel. Dr. Rana is renting an office for his administrative support in the medical clinic within the Royal Oaks Health and Wellness Centre in Wingham.

The Wingham OR has recently re-opened following the renovations to create new day surgery space in Wingham. A group of surgeons from the Stratford General Hospital have been providing surgical services for LWHA at the Listowel site for the past year. We anticipate Dr. Adam Maruscak and Dr. Tony DiLabio, general surgeons from Stratford, will continue providing surgical services in Listowel and Wingham. With a new surgeon, strong relationship with Stratford General Hospital surgeons and new space in Wingham, we look forward to developing a robust general surgical program at LWHA.

Dr. Peel, Geriatrician

Following her return from maternity leave in early February, Dr. Peel has chosen to locate her full time geriatrician practice in Wingham. She will be renting space in the medical clinic within the Royal Oaks Health and Wellness Centre. Dr. Peel and Dr. Rana will be sharing a single 'suite' of offices in the clinic. We have been working closely with Dr. Peel to enable the rich information captured in her geriatric consult documentation to be broadly available to hospitals and medical practitioners throughout the South West via Clinical Connect. Dr. Peel has also

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taken a strong interest in the development of the Ontario Health Team, Behavioural Support Services in North Huron and North Perth and the North Huron Neighbourhood Model of Care project.

Health Professionals Recruitment

For a number of years, Kim Kowch has worked in a shared role as the Community Development Coordinator for the Municipality of North Perth and physician recruiter. The Community Development role is now full time and Kim is no longer working on physician recruitment. Jan McKague-Weiser, who has worked as the recruiter for the Wingham and Area Health Professional Recruitment Committee for over 10 years is currently working jointly on physician recruitment between the two communities on a trial basis. Jan outlined for the board the physician recruitment requirements for both Listowel and Wingham to address pending retirements, maternity leaves and community growth. The Board has requested a regular update on the recruitment efforts.

Lucknow Clinic

The Lucknow Medical Clinic renovation is now finished and Drs. Puntillo and Henderson along with their staff have now moved to Lucknow. By all accounts, the sponsoring municipalities did an excellent job of renovating the clinic. There were some benefits to having Drs. Henderson and Puntillo practice from Royal Oaks in their early days here, however after a long delay, they are pleased to be settling into their intended practice location in Lucknow.

Vice President Clinical Services

We are wishing Shannon Maier all the best as she relocates her family and undertakes her new position as Program Director of Acute In-patient Medicine at Trillium Health Partners in Mississauga. Shannon has been a highly valued member of our leadership team. The Board expressed their appreciation and thanks to Shannon for her determined, focused and strategic leadership. Her guidance on quality transformation and joy in work will continue to serve the organization after she departs.

Shannon's current responsibilities will be shouldered by various members of the leadership team as we recruit for a new Vice President Clinical Services. Justine Leslie will assume the role of acting Chief Nursing Executive and attend board meetings.

Workplace Violence and Clinical Care Planning

We recently met for a second time with Behavioural Supports Ontario and service providers from Huron and Perth who support patients demonstrating responsive behaviours. A trial has been developed to allow our teams to discuss our patients at regional weekly rounds and better access services required to support their care. Dr. Peel is working on an order set to support patients with dementia and behaviours. In addition, daily safety huddles have been implemented on our inpatient floors to discuss patient care and staff safety. These rounds are helping to reduce stigma related to dementia and violence, reduce sedation, identify required patient watch resources to support patient needs and activities, and to support staff.

Labourers' International Union of North America (LIUNA) - (WDH)

LIUNA and WDH reached a bargaining agreement in December 2019 for a 3 year term expiring March 31, 2022. Once again, I would like to thank and recognize members of the bargaining teams: LIUNA (Christine Gulutzen, Kelsey Smolenaars, and Shelby Ross) and Hospital (Rhonda Scheeringa, Christine Reyes, and Cherie Dolmage).

Ontario Nurses' Association (ONA) – WDH and LMH

The hospital is preparing for local negotiations with ONA this spring. We are planning to exchange proposals in March and begin bargaining at each of the sites closely thereafter.

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

Facilities

We are approaching the end of the redevelopment in Wingham with a successful move into the new post anesthetic care unit in December and construction proceeding well within ambulatory care. The Listowel laboratory renovation is well underway. Planning for a second palliative suite in Listowel and a new 1st floor team station has begun. Longer term, we will have decisions to make regarding the best approach to redevelopment of the Listowel facility. The building is a unique mixture of old and relatively new. Prior to the creation of any significant redevelopment proposals, we are undertaking an architectural assessment of the facility to better understand its potential remaining service life. Consideration is also being given to the ability of the Fisher Family Primary Care Centre to accommodate the growing need for primary care practitioners in North Perth.

Information Technology (IT)

The IT department staffing model has increased with the addition of a full time Technical Analyst. An IT Technical Committee and an IT/Information Management Quality Governance Committee will be implemented to increase technical expertise and a forum to link information technology and information management.

HIROC has completed the initial review of the cyber security claim submitted.

Annual Budget Preparations

The Nov 29th due date for the 2020/21 budget submission to the SWLHIN was deferred in light of the new Ontario Health Team structure. Despite the absence of Ontario Health direction, the 2020/21 operating and capital budgets were presented at the Board meeting. Planned capital expenditures at each site next year amount to \$1.2 million. Operating budgets have been drafted that project a small operating deficit of just less than 1% at each site. In the absence of a funding announcement for next year and typical inflationary pressures, these are very reasonable operating budgets. Copies of the budget documents are available from Barbara Major-McEwan for interested individuals.

Cyber Security

The Board of Directors requested an update on cyber security and health professionals' recruitment. Laura Jewitt and Barb Major McEwan outline the events of September 2019 along with the substantial work completed to date to improve our cyber security and business continuity.

Staff Scheduling Practices

Through our efforts to reduce overtime we have been collecting data and discussing scheduling practices with the labour groups, staff, schedulers, and managers. We discovered that full time staff, especially for last minute vacancies related to sick leaves, workload, transfers etc, accumulate most of our overtime. This signifies that we our part time pool is not available to pick up shifts at straight time. There has been a long-standing practice at both sites referred to as "give aways," where staff offer shifts to part time staff in order to take a vacation or lieu day. Because part time staff were able to pick these shifts up ahead of time, they were less likely to pick up last minute shifts or simply not available because they were already working shifts that would normally go to a regular part time or full time staff.

As of January 15, this practice is no longer allowed. Understandably, this practice change has spurred significant concerns from staff related to scheduling and autonomy. Management is hosting staff meetings to discuss concerns and allow for solution generation. Staff are encouraged to work with their managers to support shift swaps and vacation planning to maintain flexibility in their schedules without compromising fiscal priorities. We will continue to meet with the labour groups and support conversation around overtime management and sustainability of service provision.

Cultivating partnerships to offer a seamless patient experience.

Ontario Health Teams

The Huron Perth and Area Ontario Health Team (HP&A OHT) was approved on December 17th, 2019. The Ministry of Health has provided some limited information regarding resources available to the Ontario Health Teams as they begin. Within the HP&A OHT, members are being requested to provide 0.1% of their Ministry funding in order to fund some basic infrastructure to support the work of the OHT. Terms of Reference for the planned committees are now being developed.

North Huron Neighbourhood of Care Project

Several sessions have taken place to plan the new model of home care to be employed within the North Huron Neighbourhood of Care Project. The Listowel Wingham Hospitals Alliance has been the corporate sponsor of this initiative and will not be directly involved in providing home care services. Once operational, residents within a significant area of northern Huron County will receive home care services from a team of providers. The team will be funded by Home and Community Care. An analogy that attempts to describe the change in funding model would be moving from piece work where you are paid for every unit of work you produce to being paid on a salaried basis. This is a fundamental change for home care services and there are many

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details to work out such as scheduling, documentation, intake, discharge, evaluation and care models. We expect the first patients to be cared for in this new model beginning in the spring. Kris Dekker and Sharon Skinn have generously volunteered to provide the patient and caregiver perspective to the discussions.

OneChart

We are on track in our OneChart implementation timeline. Our informatics specialists are now working full time, supporting build and design plans with our partners in London and the region. Dr. Vander Klippe is involved from a physician perspective and Jodi MacDonald-Adams is providing allied health insight. Christine Reyes will resume leadership of the project locally, and Mary-Lou Albers will be supporting from a professional practice perspective. Super users are being identified and plans for scheduling additional staff for go live are in place.