

Enriching life's journey together.

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

There has been limited local movement of patients recently in order to address capacity issues related to the pandemic. Toronto, Peel and York continue to experience the highest case counts in the province which would be consistent with the higher populations and housing density. ICU patients are being transferred from Toronto ICUs to a newly opened hospital in Vaughan, which will initially focus on COVID patients. Locally, Waterloo Wellington continues to be challenged with outbreaks and capacity issues in long term care and hospitals. While we expected a call to help address capacity issues in Waterloo Wellington, they were able to manage on their own.

Supplies of vaccination have started to arrive locally in Huron Perth. The province has issued a new direction regarding the sequencing of phase 1 priority populations for vaccination. The following are immediate priority for first dose vaccinations:

- Staff and essential caregivers in long-term care homes, high-risk retirement homes and First Nations elder care homes, and any residents of these settings that have not yet received a first dose of vaccine.
- Alternative level of care patients in hospitals who have a confirmed admission to a long-term care home, retirement home or other congregate care home for seniors.
- Highest Priority health care workers (all hospital staff in front line roles with COVID 19 patients and/or with a high risk of exposure to COVID-19).
 - followed by Very High Priority health care workers, (Acute care hospital staff from patient care areas not included in Highest Priority e.g. OR, OB)
- Indigenous adults in northern remote and higher risk communities (including on-reserve and urban communities).

When all reasonable steps have been taken to complete first dose vaccinations for the above individuals, adults 80 and older, staff, residents and caregivers in retirement homes, adult recipients of chronic home care, all indigenous adults and other high priority health care workers will be eligible for vaccination.

The Oncology programs continues with 5 days per week, although their January volumes were lower than they have been in previous months. The lower volume is attributed to the COVID second wave.

The updated hospital dictation system for health records is on target for a spring implementation.

Work is underway to being able to offer outpatient physiotherapy hip and knee bundles of care at WDH and LMH. Target to begin offering the service is April 1 at the latest.

Chris Reyes continues discussions that include Dr. Henderson regarding negative pressure in the WDH ER trauma room and relocating the team station.

Maintenance work orders are now being submitted electronically by all staff, using Omni-Assistant. This allows for electronic tracking of all equipment breakdowns and maintenance requests. The platform

has also been utilized since October for our Preventative Maintenance items for external vendors and our internal maintenance staff.

The creation of a therapy room is nearing completion at the Wingham site. This space will include a kitchen area and tub allowing our rehab program to be able to assess patients prior to discharge in a “simulated home environment”. The ability to do these assessments in hospital prior to discharge allows the team to develop a safe discharge plan and any necessary supports required for patients to return home safely. The space will also allow our recreational therapist to provide additional therapeutic activities for our patients during their hospital stay.

I want to acknowledge the work of Nikki Lobsinger and Danielle Bean for the coordination of the N95 fit test program and ensuring that our staff and physicians have been fit tested according to the legislation and have the resources that they need for providing safe patient care.

To meet compliance of the Ministry of Labour order during the Listowel COVID-19 outbreak, all staff and physicians are required to self-screen prior to entry into the Listowel or Wingham site of the Alliance. Compliance is monitored daily through a team effort of our Pandemic Response Workers and managers.

Cultivating a workplace that nurtures individual and collective potential.

After nearly 22 years, Cherie Dolmage’s last day with LWHA will be March 11, 2021. Cherie is pursuing a career opportunity with the Children’s Aid Society of London and Middlesex as Director of Human Resources and Community Engagement. Cherie has held a variety of roles here and has developed and grown with each new responsibility. We will miss Cherie’s calm, thoughtful approach to problem solving and her cheerful manner. Following board advice, we will be transitioning leadership titles away from the use of “Chief” out of respect to Indigenous culture and people. Recruitment for a Vice President Human Resources has begun.

Significant effort continues in recruiting medical staff. A replacement for Dr. Jim Shuffield’s practice is strongly desired for Wingham. Listowel is seeking a full time ER physician and family practitioners wishing to support obstetrical care in Listowel. Our recruiter, Jan McKague- Weishar is also seeking a part time radiologist to support both sites. The municipality of South Bruce is actively planning to build a new medical clinic in Teeswater.

The COVID Testing Centre is funded under a separate agreement at \$38 per swab.

Dr. Bukala has started doing Vasectomies and Circumcisions in Ambulatory Care at Wingham & District Hospital.

After six years of leadership to the Diagnostic Imaging Department, Maureen Hengeveld has announced her retirement. Over the past 6 years Maureen has lead the department through the initiation of a CT project, investment in state of the art equipment to serve our patients, a transition to PACS and many more quality improvements. Maureen will be retiring at the end of October, 2021.

LWHA is pleased to announce that Sheri DiGiovanni will transition to the role of Manager of Diagnostic Imaging along with her current role as Manager of Pharmacy and Risk. Maureen and Sheri have a comprehensive plan for transition of this role beginning April 1st of 2021 with Sheri taking leadership of the Diagnostic Imaging Department over the summer with the support of Maureen until her retirement.

Maureen will continue to lead the organization with the changeover of our policies, procedures and learning modules to the Omni-Assistant platform during this time.

The Regional Talent Program and framework has been adopted by LWHA. In April, LWHA Leaders will be starting LEADS Lite training which is a web-based training system of 5 modules focusing on each of the LEADS domains: Lead Self, Engage Others, Achieve Results, Develop Coalitions, and System transformation. 25 Leaders and physicians have been invited to this training opportunity. Further work in this framework includes the provision of training for a coaching program as well as the development of a regional mentorship program.

Four collective bargaining agreements will expire this year.

2- Ontario Nurses Association (ONA) - (WDH and LMH) - Collective agreements expire in June 2021.

Canadian Union of Public Employees (CUPE) - (WDH) - Collective agreement expires in September.

Service Employees International Union (SEIU) - (LMH) - Collective agreement expires in December.

Both sites continue to experience significant activity in both internal and external recruitment. We are experiencing challenges with recruitment in a number of positions, including Registered Nurses, Registered Practical Nurses, Medical Lab Technologists, Environmental Services, Skilled Trade (part-time in Listowel), Pharmacy Technicians and Physiotherapy.

- In 2020, 216 positions were posted across the two sites of LWHA. This is a 50% increase over 2019 and 2018 (141 each year)
- New positions recruited for in 2020 related to the pandemic: = 27
- As of January 20, 2021, positions that remain unfilled from 2020, WDH- 7, LMH 5, total= 12

As part of the current LWHA Integrated Risk Management plan, the concept of standard work was shared with the leadership team in November in the spirit of standardizing work that is completed by numerous staff where able, as well as developing standardized processes or frameworks for single incumbent roles. This standardization and process development is intended to reduce the risk of loss of corporate knowledge and promote consistent processes and outcomes.

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

Once minor renovations are completed on the Davidson Street house, the Listowel Memorial Hospital anticipates ending the rental arrangement for one of two apartments rented on Elizabeth Street. This will leave a two bedroom apartment on Elizabeth Street, the Davidson Street house and the Karges home on Inkerman as medical student, learner and recruit accommodations in Listowel. Wingham owns two bungalows adjacent to the Hospital for similar purposes. Having suitable residences in both communities is key to recruitment and locum programs.

The pandemic has taken a toll across our society resulting in many stresses. Our communities are also tired of the pandemic and have lost some of their resilience. Hospital staff and physicians have had to physically and emotionally care for COVID patients in hospital and community. The pandemic has brought a seemingly endless stream of orders, directives, policies and guidance requiring timely response and implementation. In addition, we have had a major flood as well as hospital and

community outbreaks to respond to. This reality, combined with the need to prepare for an Accreditation Canada survey in November 2021 is a major consideration as the organization develops its corporate objectives for 2021/22.

The Information Technology team continues to advance our cybersecurity preparedness both within our organization and as part of the regional cybersecurity team. Locally Wingham has just had a full infrastructure review completed and a similar project is being planned for Listowel. Multifactor authentication is a priority, along with another phishing exercise by the regional hospitals. With the impact of COVID, our IT department has been able to facilitate two successful virtual LWHA Orientation sessions, as well as, assist a number of staff, physicians and their staff to successful work via webex, etc whether on site or through work at home arrangements.

The current submitted cost to the insurer for the clean-up, relocation, operation costs while restoration occurred are at approximately \$1M. Several improvement projects were tackled while the space was being demolished to address the flood with preliminary total of \$331,284.

Listowel has a balanced operating budget approved by the Board. The Wingham operating budget deficit is \$165,510 and was also board approved. It is anticipated that there may be additional operating funding announced by the Ministry.

The board approved the capital budget of \$3,534,774 at Listowel which included a \$560,000 mammography unit and \$1.8 million of heating, ventilation and air conditioning equipment. The Wingham approved capital budget totaled \$1,321,900 with the largest item being a second generator. Several of the 'big ticket' items are subject to obtaining Ministry funding.

All CEOs, Chiefs of Staff, and VP/CNEs from HPHA, LWHA, AMGH, and SHHA meet quarterly to discuss all things happening in our communities and our hospitals. Planning, collaboration, and information sharing across organizations has been very helpful especially during this pandemic.

A Huron and Perth infection prevention and control project is underway to support and standardize IPAC practices across long-term care, retirement homes, hospitals, home and community care, and other congregate living settings. Erica Jensen has been recruited to lead the project.


The COVID-19 outbreak declared over at Caressant Care LTC in Listowel on February 9th.

A meeting was held in December with members from the hospital and Fisher Clinic in Listowel to review the provisional concept of an addition to the current building to create additional space for practitioners and space for future growth. After the meeting, an engineering company has been engaged to explore further the possibility of a second story addition given the projected growth in North Perth and practitioners required to meet the needs of the community.

Cultivating partnerships to offer a seamless patient experience.

The Huron Perth and Area Ontario Health Team has hired Madeline Smith as Integration and Accountability Lead, Erica Jensen hired as the IPAC Consultant and has a job posting for Project Coordinator – Digital Health Initiatives. The HP OHT must deliver the following by May 31, 2021:

- Patient Engagement and Partnership Strategy

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- Primary Care Communications Protocol
 - Harmonized Information Management Plan

The hospital is participating in the North Huron Neighbourhood Model Secure Messaging Project. This is an integrated homecare team project, including the hospital, LHIN Home and Community, Care Partners, One Care and the North Huron Family Health Team. The secure messaging will enable secure and efficient communication between providers. This is for communication only and health care professionals will continue to chart in their respective organizations health record system. The test runs to Mar 31, 2021 with the project continuing for the following year.

LWHA had an excellent response of individuals interested in assisting Huron Perth Public Health in vaccination clinics.

The new COVID-19 variants are causing concerns with regards to virulence and transmission. Dr. David Williams in response has released a memo on February 4 there are no changes to the required PPE necessary for care of patients with suspect or confirmed COVID-19. It continues to be droplet/contact precautions with airborne for any AGMP. Hospitals continue to make available PPE necessary for all staff to complete a point of care risk assessment prior to interactions.

Initial discussions for the implementation of Agfa Cardiology for the Wingham Echocardiography program have begun with London Health Sciences Centre. Wingham and District Hospital will be onboarding to this program along with both Tillsonburg and Ingersoll Hospitals. Implementation is expected late spring of 2021.

Planning for an amalgamation between the North Huron and North Perth Family Health Team continues.