



Board of Directors

Highlights

January, 2021

Enriching life's journey together.

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

Emerg Department

A review of the current ED Coverage Model is underway. Additionally, an electronic scheduling process is being considered for the ED and OR. The LMH ED worked extremely efficiently to move the department in and out to accommodate flood restoration. A true example of teamwork!

COVID-19

Listowel Memorial Hospital Outbreak

It is important to acknowledge the efforts of our hospital staff, physicians and leadership in responding to the COVID 19 outbreak at the Listowel Memorial Hospital. A total of 5 patients and 9 staff/physicians were identified as part of the outbreak which was declared on December 13th and ended December 31st. This outbreak was contained as a result of the continued vigilance and efforts of all involved including through the Christmas holiday period.

System Capacity and Planning

The pandemic continues to stress health system capacity throughout the province. Currently, the GTA and Windsor Essex are the most seriously impacted areas. The province has declared that all hospital beds are 'provincial beds' and patients will be moved where there is capacity. A significant number of patients have moved from the GTA to other areas of the province.

In the South West, there is a twice weekly call with CEOs where system and site capacity is reviewed and plans made for patient movement if necessary. The Chief Nursing Officers in Huron Perth have a daily call to discuss patient access and flow.

Outbreak Support

Hospitals, Family Health Teams, EMS and other health system partners are working closely together to support facilities that are challenged with outbreaks. In Listowel, staff have been deployed to Livingston Manor Retirement Home, Caressant Care Retirement Home and Caressant Care Long Term Care Home. We have also supported these facilities with Infection Prevention and Control expertise. There has been very strong physician engagement and support in responding to all local outbreaks.

Our team response and commitment to the Caressant Care situation was remarkable. It was truly a team effort and demonstrated a commitment to health care services in our community.

COVID Vaccination

London Health Sciences Centre is the lead vaccination organization for the South West. Early doses of vaccine were offered to hospital staff in the South West as there remained uncertainty regarding transporting the Pfizer vaccine which needed to be stored in ultra-cold freezers. Staff and physicians travelled to London for vaccination. By mid January, all vaccines were directed to residents of long term care homes and at risk retirement homes. The province expects the vaccination of these citizens to be completed before moving on to the next sequence of recipients. A lack of provincial clarity and uncertain messages has led to significant inconsistencies in which individuals received the vaccine across the province.

Locally, Huron Perth Perth Public Health (HPPH) is leading the vaccination planning with offers of support from all sectors of the health care system. An ultra-cold freezer has been provided to HPPH by Bruce Power which reduces some of the logistical challenges locally. Mass immunization clinics involving large numbers of residents will not take place until at least the spring of 2021.

Cultivating a workplace that nurtures individual and collective potential.

Commitment and Teamwork

Teamwork is one of the corporate values for the Listowel Wingham Hospitals Alliance. Healthcare services across Ontario has been challenged this year as a result of the pandemic and our organization has faced a number of additional occurrences recently including the cyber event, flooding, construction, outbreak and supporting long term care and retirement homes. Through each of these experiences our hospitals, staff and physicians have displayed a level of commitment and teamwork that would rival any organization in healthcare or otherwise. It has not always been easy. This team has consistently responded and can be justifiably proud of what has been accomplished as a group.

Virtual Orientation

The pandemic has changed a number of things including new employee orientation. January's orientation was a virtual event with new hires linked by video.

Clinical Leadership

The clinical leaders have begun the transition of accountabilities and responsibilities. Zak Ashley has accepted the role of COVID Supervisor.

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

Flood Recovery

Flood recovery efforts continue. The bulk of the demolition, asbestos removal and mold remediation is complete. Contractors are now restoring the damaged areas. We are disappointed at the extent of construction in the lab areas as this was newly renovated space. Engineers have given permission for demolition within the maintenance area where the broken pipe is located.

A positive outcome of this event will be the removal of significant asbestos from the first floor. More obvious will be the new flooring, paint and ceiling fixtures throughout the ground level of the building. Even the “new ER” and ambulatory care spaces are over 12 years old and have benefited from a fresh coat of paint.

To date the clean-up, relocation, operation costs while restoration occurs are at \$1M insurance covered with \$12,000 hospital covered as the item replaced were not the same. The “while we are at it” renovations and upgrade currently total \$331,284. The majority is upgrades to building \$320,358 with Hospital Infrastructure Funding expected to cover \$120,000 of this. There were a number of items damaged in the flood with a total value of \$105,231 where insurance will cover \$99,894. The insurance file remains open to allow additional items to be added.

Conservable Discharge Days

Conservable discharge days’ initiative will continue as a QIP focus for 21/22. The additional time will allow the providers and health records to ensure the process is effective. The goal is to have the patient stay only the days required for clinical care.

Davidson Street Property

The Listowel Memorial Hospital now owns the house on Davidson Street adjacent to the main parking lot. There are some minor renovations planned prior to its use as locum and medical learner accommodation.

COVID 19 Expenses

Incremental COVID Expenses have been submitted to the Ministry of Health. PPE has increased significantly in December. This is largely due to the price per gown and the number of gowns used. We were very fortunate in the first wave to receive 19,000 gowns free. Gowns are now \$7-8 each. Thankfully, the Ministry is currently covering this cost.

Cultivating partnerships to offer a seamless patient experience.


Ontario Health Teams

The Huron Perth Ontario Health Team has been effective in communicating the need for a system wide response to staffing and other challenges related to COVID-19. We have renewed our financial commitment of 0.1% of our budget to the OHT. This totals approximately \$28,500.

The Huron Perth Ontario Health Team has initiated a collective review of IPAC standards to ensure consistent approaches are used across the Huron Perth Region.

Strategic Clinical Innovation Group

Dr. Doug Dittmer, a physiatrist from Kitchener who comes to Wingham, has been the lead in joining a group of universities, colleges and hospitals in what he has called the “Strategic Clinical Innovation Group”. The goal is to give college and university students the opportunity



to work on real life projects that would benefit patients and hospitals. Initiatives such as this take some time to develop and we look forward to working with the colleges and universities in the Kitchener, Waterloo, Guelph area in the years to come.