



Board of Directors

Highlights

March, 2021

Enriching life's journey together.

Reports to the Board

The Board of the Wingham & District Hospital Foundation has approved a donation of \$302,440 to the Wingham & District Hospital for the 2020-2021 fiscal year. These funds represent donations received through the Radiothon, memorial donations, grants, and direct appeals. The annual transfer of funds from the Foundation to the Hospital in support of a medical equipment and facility upgrades would not be possible without the generosity of families and businesses in our community.

The Listowel Memorial Hospital Foundation continues to plan for GALA 2021, scheduled to take place Saturday, September 25th, 2021. Proceeds from this 10th anniversary gala are earmarked to replace a mammography imaging machine. The fundraising goal is \$350,000. Corporate dollars canvassed to date are \$255,000.

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

We are beginning to see increases in COVID disease activity again within the Southwest although occupancy levels remain manageable. An outbreak has occurred at the Owen Sound site of Grey Bruce Health Services and positivity rates in Waterloo have increased significantly. The Ontario Hospital Association and health forecasters remain concerned about the impact of the 3rd wave on the health care system. The vaccination of long term care resident is complete and citizens over 75 years of age and front line health care workers in most sectors are eligible for vaccination. The uncertainty remaining is whether Intensive Care Units in the province can manage patient volume from the 3rd wave until the remainder of the population is vaccinated.

Vaccination supplies in Huron and Perth continue to improve. Until there is a predictable supply of vaccination available, Huron Perth Public Health intend to focus their efforts to providing clinics in Stratford and Goderich. Moving the clinics daily to other locations with an uncertain supply of vaccine is a logistical challenge. While the current clinics do require some travel, local residents have been reporting that the clinics run very efficiently. More locations will be implemented once supply increases. Our local Family Health Teams now have some access to vaccine as well. All hospital staff are now eligible for vaccination.

The Oncology program reduced to 4 days per week in January and February due to a staffing shortage. At the same time the volume also decreased which is being attributed to the COVID second wave.

The hospital dictation system for health records will go live April 20th. Currently, health records staff and pilot dictators are working in the new system to test all of the new work types. Pilot dictating was launched Mar 16th and has been going well across our sites and the region.

Please welcome Katie Fergus, Outpatient Social Worker to LWHA. Katie's primary role is to serve patients with mental health, substance misuse, and others with complex social situation who are or are at risk for homelessness who visit LWHA EDs and do not have access to primary care in Huron or Perth. Since starting in January, Katie has had 49 referrals in total (LMH – 44, WDH-5). She currently has 41 active patients on her roster. Katie is also collaborating with HPHA and a mobile NP, Pharmacist, and Community Paramedic to provide primary care and social service support to individuals "where they are."

Cultivating a workplace that nurtures individual and collective potential.

Interviews for the Vice President Human Resources role were scheduled for Monday March 29th.

Pandemic Response positions have been extended to September 30, 2021 ensuring all patients and visitors are screened for COVID related symptoms prior to entry. Staff continue to self-screen prior to entering the hospital. Updates have been made to the daily screening questions as per Public Health guidelines. Managers continue to audit staff compliance with self screening.

The Wingham and Area Health Professionals Recruitment Committee and North Perth Health Professionals Recruitment Committee continue to actively work towards a shared recruitment effort for the two communities. Agreements, budgets and committee structure are being developed under the assumption of a combined effort. Jan McKague-Weishar will continue to support the recruitment work in both communities.

The Omni assistance repository for policies, procedures, medical directives, forms, standard work and emergency response codes implementation continues with a fall completion date.

Ontario Nurses' Association (ONA) – WDH and LMH

- Collective agreement expires June 2021
- The deadline to exchange proposals is May 14, 2021.
- Bargaining dates have been scheduled in June for both Listowel and Wingham sites.
- LWHA has secured Dan McPherson from Bass Associates as the lead negotiator for both sites.

Canadian Union of Public Employees (CUPE) - (WDH)

Collective agreement expires in September. No further information for planned bargaining centrally or locally is available at this time.

Service Employees International Union (SEIU) - (LMH)

Collective agreement expires in December. No further information for planned bargaining centrally or locally is available at this time.

Zak Ashley successfully led LWHA's COVID-19 vaccinations of 80+ year old patients, and patients who are awaiting transfer to long term care facilities. Thank you to Zak, Pauline, Mary-Lou and all staff and physicians involved in the preparations and paperwork required for Huron Perth Public Health to come to LWHA hospitals and work with the nursing teams to complete the vaccinations.

According to a study by Mathew and Johnson (2015), performance appraisals have significant positive impact on the work performance of employees. In June 2020, LWHA's corporate completion rate of employee and leader performance reviews was 52%. At that time, the LWHA Board of Directors approved a corporate metric for completion of performance reviews to be set at 100%. Actions were then put into place to drive improvement of the metric toward 100%. This included weekly status updates between Leaders and their Senior Leader on their plans to reach the target, monthly distribution of completion rate reports to all leaders, leaders proactively scheduling performance reviews into calendars, and creative solutions were implemented to hold performance review discussions with employees who were traditionally difficult to complete due to shift patterns and availability. The combination of a performance metric, and actions to measure and monitor performance have resulted in an improvement in performance review completion. As of January 2021, 87% of performance reviews were completed. A 35% increase in 7 months.

Code Silver Education was released to all staff March 18, 2021. Code Silver is initiated when a

staff member observes or is told of a person who is (or persons who are): attempting to harm or injure people with any weapon; or carrying a weapon on or near hospital grounds. Thank you to Danielle Bean for her dedication and commitment to enhancing LWHA's emergency response program.

Annual WHMIS education is underway for all staff. WHMIS is the Workplace Hazardous Materials Information System and includes hazard classification, cautionary labelling of containers, the provision of (material) safety data sheets and worker education and training programs.

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

The pandemic has resulted in some financial uncertainty for many organizations including hospitals. We have received a notification that the Ministry of Health will provide funding to offset the loss of revenues as a result of the pandemic. Listowel is eligible for up to \$100,500 of funding and Wingham up to \$41,400.

We have been fortunate to receive re-imburement of our incremental expenses for wages, supplies and equipment expenditures specifically related to the pandemic. In addition, the Ministry provides \$38 of funding per COVID swab obtained.

The Ministry has provided notice that the notional funding allocation for Hospital Infrastructure Renewal Funding will be Listowel - \$222,467 and Wingham - \$279,335

The current submitted cost to the insurer for the clean-up, relocation, operation costs while restoration occurred are at approximately \$1M with the file currently under review with the insurer. The "while we are at it" change orders total is \$271,670.

The HR and Finance team have identified a few areas of risk related compensation and vacation entitlements based on historical dates and hours of work discrepancies. There is a significant focus on auditing compliance for each employee underway with the non-union assessment and applicable adjustments to be complete by the end of the fiscal year.

Non-union 1% wage increases will be implemented the beginning of the fiscal year consistent with the 3 year provincial restriction on wage increases and the hospital operating budget.

ONA and LiUNA will receive a 1% wage increase effective April 1, 2021 subject to a reopener provision if Bill 124 is overturned or otherwise not in effect

Vacation planners are being finalized for both sites. Pre-planned vacation requests are lower than previous years. There is an assumption this is related to the pandemic. LWHA continues to promote that the expectation is for staff to utilize their vacation time. Both site schedulers are working with managers in preparation for summer schedules for all departments which are due for posting June 1st.

Cultivating partnerships to offer a seamless patient experience.


Now that the Huron Perth and Area Ontario Health Team has Ministry of Health funding it is moving ahead with hiring support staff. A virtual celebration acknowledging that it has been a year since the approval of the local Ontario Health Team will take place in late March. Draft branding and logos have been developed as well for the Huron Perth Ontario Health Team.

The Minister of Health has issued orders under the *Connecting Care Act, 2019* to transfer the Trillium Gift of Life Network and non-patient care functions from the Local Health Integration Networks (LHINs) to Ontario Health. The transfers will take effect on April 1, 2021. Following the transfer, LHINs will begin operating under a new business name – Home and Community Care Support Services – with a singular mandate to deliver patient care. There will be no changes to how patients and caregivers access home and community care or long-term care placement services.

Hugh Clugston and Karl met recently with Randy Pettapiece and Lisa Thompson. Our conversations covered a full range of topics including health human resource recruitment, hospital funding, long term care and pandemic response. Our local MPPs always appreciate candid insight into local health care issues.

Health Records in Listowel continues to operate with virtual offices due to the flood. Workflows have been updated to incorporate the Polar Imaging scanning of paper records into the electronic charts. Both Health Records departments continue to track transcription, coding and clerical metrics on a daily basis. Both departments have balanced the demands of testing the new transcription system with their regular workload over the past several weeks. This work will be wrapping up within the next week.

New video conferencing equipment has been purchased with grant funds from the Canadian Medical Association. Standardized equipment will be the same as the Wingham Boardroom and the Listowel Outpatient room.



The 5-day a week Oncology expansion is set to start April 12. Chris Reyes is now managing Oncology; Sheri DiGiovanni will continue to manage the Pharmacy component. Thanks to Sheri for her outstanding leadership in the Oncology program, including but not limited to the partnerships and relationships she has developed with LHSC's cancer program and the expansion of service to 5-days per week.

LWHA Physiotherapy Services will expand to provide outpatient "Hip and Knee Bundles of Care" in addition to outpatient "Episode of Care" at both Listowel and Wingham sites. This will ensure that patients from surrounding communities who have hip or knee surgery and require short-term physiotherapy rehabilitation will be able to receive care closer to home. We have recently been added to London Health Sciences Centre, and Owen Sound's lists of organizations that will accept outpatient physiotherapy hip and knee referrals and look forward to receiving referrals beginning April 1, 2021.