



## Board of Directors

### Highlights

May, 2020

*Enriching life's journey together.*

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

#### **COVID-19**

COVID-19 activity continues to decrease steadily throughout the province. To date, Huron and Perth has been very fortunate to not have experienced the volume of COVID patients as some areas of the province including nearby Waterloo Region. Substantial efforts are underway to plan for reestablishing clinical services. Detailed plans are being prepared for the Huron Perth sub-region, which will need to be approved along with plans for all other sub-regions in the former South West LHIN geography. Those plans roll up to the Ontario Health West level for approval before finally being approved by Ontario Health.

The directions from Ontario Health are very explicit and require that 15% surplus acute capacity be available for potential COVID surges. Supplies, staffing and drugs need to be available in sufficient quantities to address any surge before non-urgent and elective surgical services can be re-started. No timeframe has been released by the government for the re-start of surgical services. We have clearly articulated the role that small hospitals can play in helping address the backlog of surgical services.

There has also been no direction with respect to ambulatory care services in hospitals or primary care in the community. The additional cost for COVID staffing at LMH to May 3<sup>rd</sup> is \$126,312 and WDH \$153,094. A further \$110,268 for WDH and \$138,886 for LMH for supplies/equipment will be reported to the Ontario Health.

#### **Quality Improvement Plan**

No further information has been received from Health Quality Ontario regarding their expectations and timing for the submission of Quality Improvement Plans.

#### **Accreditation 2021**

We need to begin thinking of the requirements for a September 2021 Accreditation Canada survey.

#### **PEEPR Rounds**

On March 11<sup>th</sup> 2020 LWHA implemented purposeful rounding known as PEEPR (Pain, Elimination, Environment, Positioning & Return) rounds on the inpatient units and obstetrics in order to proactively address patient needs and satisfaction, while helping to decrease the amount of harmful falls and call bell use.

#### **Conservable Bed Days Project (QIP initiative)**

Conservable beds are monitored by Ontario Health and reported through the Service Accountability Agreement. LWHA has identified this to be an area requiring improvement. The Steering committee has outlined specific changes ideas to focus on reducing conservable days,

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and a data dashboard has been created.

### **MORE OB**

LWHA is currently in year 2 of 3 of the MORE OB program. Our milestone will focus on fetal well-being, breech and team debriefs. This education will be shared with staff, physicians and midwives through a variety of different modes including readings, lunch and learns and mock simulations. A Code OB policy has been developed to address an obstetrical code, and will be practiced in conjunction with MORE OB simulations.

### **OB Clinic**

Rounds serves as an opportunity for OB on call handover, education, a review of upcoming cases and opportunity to discuss any incident or concerns, as well as any challenges that arise.

### **HIROC – Code Grey Submission**

HIROC has reviewed our Code Grey submission totaling \$493,995.34 with \$278,753.17 covered under the Property Policy as well as the Legal fees for \$12,678.60. We continue to work with HIROC's Information Technology representative to maximize our claim.

### **ClinDoc**

The ClinDoc project has been paused to allow the organizations to focus on the pandemic. The kick off and go live dates are being discussed for the fall. This pause resulted in the cancellation of the spring skills day.

### **Health and Safety**

The Joint Health and Safety Committee has met weekly to consult and discuss issues such as personal protective equipment, training, and the organizational risk assessment. We are holding a longer meeting in May to ensure that safety matters beyond COVID are also discussed and resolved as able. Respirator Fit Testing (N95) – compliance is around 97-99% at LWHA. Health and Safety Supervisor competency training is on hold due to COVID pandemic.

### ***Cultivating a workplace that nurtures individual and collective potential.***

#### **Workplace violence**

The CCC team has developed a process to initiate safety huddles on the floor, usually upon the arrival of a patient that exhibits behavioural symptoms. This is an opportunity all health disciplines to collaborate and develop a plan of care that is safe for staff and the patient.

#### **Clinical Care Planning**

On April 29, 2019 the Wingham and District Hospital Oncology satellite program went from a 3 day to a 4-day program on a trial basis. The evaluation from a patient, staffing and an incremental financial perspective was positive. During the past year we on boarded 3 new General Practitioners of Oncology, trained a new pharmacist and nurse in oncology, implemented a tracking board to improve efficiency, implemented software to further our NAPRA compliance and continued to build strong relationships with the London Regional Cancer Program and our regional partners. To improve our patient experience, the Wingham

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and District Hospital Foundation supported the addition of televisions and more comfortable chairs for the patient support persons that attend appointments. Going forward we will implement a nurse staffing model to support our 4-day program and continue to monitor our patient volumes to determine our next steps.

### **Echocardiography Services**

Both LMH and WDH were successful in obtaining accreditation status from Cor-Health, the provincial agency responsible for cardiac care.

### **Ontario Nurses' Association (ONA) – WDH and LMH**

Each hospital has exchanged local issues proposals with ONA on March 10<sup>th</sup>. Since then, the parties have agreed to withdrawing proposals and remain status quo for the existing language in the collective agreement. The new collective agreement would be set to expire March 31, 2021.

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

### **Health Infrastructure Renewal Funding (HIRF)**

Wingham and District Hospital was given a preliminary allocation of \$287,793 for the Health Infrastructure Renewal Funding (HIRF) for 2020/21. Listowel Memorial Hospital was given a preliminary allocation of \$241,693. Capital projects at both sites are assigned to utilize these monies.

### **Redevelopment**

The Wingham redevelopment is nearing completion. Key objectives of the redevelopment included:

- Locate pharmacy adjacent to oncology
- NAPRA compliant pharmacy
- Improved patient space for oncology
- Single modern inpatient team station
- Improved day surgery facilities
- Accessible outpatient space closer to the main entrance
- Ambulatory care space for visiting specialists
- Modern diagnostic imaging equipment
- Medical device reprocessing department compliant with modern standards

We also owe our Foundation and community our collective thanks for financially supporting this redevelopment.

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## **Listowel Facilities**

Having substantially completed the construction in Wingham, preliminary investigations have taken place in Listowel to determine the expected remaining structural life of the Listowel Memorial Hospital as well as the potential for an expansion of the Fisher Family Primary Care Centre. This engineering work has been delayed as a result of COVID-19. Construction on the lab is complete with the lab expected to be relocated to the new space in July.

## **2020/21 Budget**

The 2020/21 budget submission to the SWLHIN continues to be deferred.

## **2019/2020 Audited Financial Results**

Paul Seebach of Seebach and Company presented unqualified (clean) audit reports for both the Listowel Memorial Hospital and the Wingham and District Hospital. Listowel ended the year with a small operating surplus on Ministry funding of \$245,034 and a total deficit after amortization of buildings of \$214,207 with total revenues of \$21,000,000. Wingham had an operating surplus of \$118,169, total deficit of \$262,893 with \$21,000,000 of revenues.

## ***Cultivating partnerships to offer a seamless patient experience.***

### **Long Term Care Home Staffing Support**

LWHA is working collaboratively with the Long Term Care Homes in our region to provide staffing support to assist LTC Homes with any staffing vacancies related to COVID.

### **Health Records**

Health Records has been working with Switchboard and Ambulatory Care to update processes for Specialists Clinics to occur by telephone during COVID-19. This practice may continue where it makes sense to do so into the foreseeable future. The new dictation system, Nuance implementation has been paused with COVID-19. Coding, transcription and filing backlogs have been updated at both sites.

### **North Huron and North Perth Family Health Team:**

The North Huron Quality Committee has been working on the Quality Improvement Plan submission and is highly focused on partnering with LWHA as well as other organizations within the Huron-Perth Ontario Health Team. The North Huron and North Perth Family Health Team community COVID testing centre established in the Outpatient Building in Listowel initially saw a limited number of patients. An expanded clinical list for testing combined with a provincial push to undertake 20,000 tests per day across the province has resulted in increased volumes.

### **Huron Perth Ontario Health Team**

The Huron Perth Ontario Health Team continues to hold weekly teleconferences throughout the COVID-19 period. The calls focus on information sharing and identifying opportunities for shared COVID-19 responses.