



Board of Directors

Highlights

October, 2020

Enriching life's journey together.

As part of a schedule of board education, there was a presentation outlining over 40 pieces of legislation impacting hospitals in Ontario.

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

Oncology

Oncology referral volumes continue to outpace the current 4-day operating schedule. The short-term strategy to manage the volumes is to open for a 5th day, increase human health resources to manage the care and develop operational and financial planning of a 5 day per week program.

Palliative Care

Drawings, plans and budgets have been developed to create additional, dedicated palliative care space in Listowel and Wingham. Unfortunately, the work required to rehabilitate from the recent flood will delay the Listowel project, which was planned as part of our fiscal 2020/21 activity. Wingham palliative care renovations are currently planned as part of 2021/22 capital improvements.

COVID-19

Despite significant increases in COVID-19 activity in the province, our area of south western Ontario remains relatively unscathed. There continues to be time and energy required to participate in various regional discussions on COVID-19 response in addition to ensuring we are prepared for any impact of the second wave. The province is now designating the volume of testing for each testing centre and has requested that no further plans for expansion of testing or assessment centres occurs.

COVID Testing and Assessment

The extreme demand for COVID testing following the return of students to school has subsided. We continue to have capacity for 60 tests per day and have been testing less than 30 per day. We are hesitant to make any significant changes to hours of operation and staffing as the demand and expectations for testing have a history of changing very quickly. We continue to await the final agreement with Ontario Health where we expect to provide funding of \$38 per test.

Cultivating a workplace that nurtures individual and collective potential.

Current vacancies with Clinical Informatics Specialist and Professional Practice

One potential risk to the Clinical Documentation Go-live schedule for November is current human health resource vacancies in the positions of Clinical Informatics Specialist and Professional Practice Coordinator. Both roles are integral to the planning of the go-live and the at the elbow support of our employees the day of go-live and weeks following. Both positions have been filled internally and the Clinical Documentation project has continued to move

forward by the Clinical Informatics Specialist currently in place and from support from London Health Sciences Centre Clinical Informatics staff.

Recognition

A large group of staff deserve acknowledgement for the immediate response to the flooding in Listowel. Subsequent to the immediate cleanup, there has been a great deal of work planning for and relocating a large number of departments and functions. The following staff and spaces have been displaced or relocated.

- Outpatient Physiotherapy
- Laboratory
- Environmental Services
- Stores, materials and linens
- Staff lounge and locker rooms
- Morgue
- Information technology staff
- Maintenance staff and workshop
- Health Information and health records
- Nutrition and Food Services and the cafeteria
- Ambulatory Care
- Hospital Auxiliary
- COVID Testing Centre

In the days ahead, we anticipate relocating the emergency department to the ambulatory care space to allow restoration work in the ER. Our diagnostic imaging wait and registration spaces along with the hospital switchboard and registration area are also impacted.

Depending on the complexity, planning for departmental moves can often take months of planning and coordination. Following the flood, some functions within the hospital were re-established in new locations within hours. Our team is dedicated, creative, resilient and hardworking. Throughout this incident, Hospital staff and physicians have demonstrated their ability to continue to provide quality health care services to our community in the face of adversity.

Organizational Capacity

I am exceptionally proud of what the organization has accomplished in the past year considering the magnitude of the local cyber event and world pandemic. The recent flood has also impacted the Listowel site. In the year ahead, we will change our inpatient documentation for nursing and allied health to electronic clinical documentation. Our accreditation survey is planned for November 2021. Corporate plans do allow some flexibility for uncertainty, however, the pandemic and flood have impacted our capacity as an organization to complete all of the corporate objectives outlined for this year. A fulsome review is currently underway and we anticipate bringing amended corporate plans to the Board next month.

Christmas Party and Long Service Recognition

The LWHA Christmas party is cancelled and alternative plans are being developed in order to present long service recognition awards to eligible staff.

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

Flood Recovery

Often the 5 most expensive words that can be heard during a construction project are “While we are at it.....”. In the case of the flood recovery work, we are planning to undertake some improvements “while we are at it”, that will hopefully cost the hospital less money in the long run. For example, we had expected to improve the morgue space this year and the 2021/22 capital projections included work to refurbish the outpatient physiotherapy area and staff locker rooms. The flood specific restoration work will involve flooring replacement, drywall removal and repair and painting. We are currently seeking pricing of change orders with the general contractor to extend the work to the replacement of ceiling tiles and lighting fixtures along with incremental asbestos abatement. Doing this work now will eliminate the need for additional departmental moves and hoarding again shortly after the restoration work is anticipated to be complete.

Health records that were stored on the bottom row of shelving throughout the health records department which were water soaked have been frozen and sent to be freeze dried and restored. The Public Hospitals Act does allow hospital to photograph records of personal health information for the purpose of retaining the contents in lieu of the original documents where the photographing of the documents is carried out in accordance with procedures established by the board after considering the recommendations of the medical advisory committee. The board supported a proposal to electronically scan and store health records subsequent to January 1, 2013.

Cultivating partnerships to offer a seamless patient experience.

Clinical Services Internal Medicine: Wingham

Early discussions are underway between regional medical partners and the Wingham physicians around the future state of Internal Medicine Services in Wingham. The goal is to ensure physician specialist support and timely access to care closest to home for patients in our community.

Police-Hospital Transition Protocols

In June 2019, the Ministry of Health and the Solicitor General jointly supported the *Improving Police-Hospital Transitions: A Framework for Ontario* which is designed to provide police services and hospitals in communities across Ontario with the tools necessary to establish effective police-hospital transition protocols for individuals that have been apprehended by police officers under the Mental Health Act and subsequently accompanied to a hospital emergency department for assessment and care. This framework outlines best practices and

recommendations for the development of effective protocols that can be tailored to meet the needs of the local community. On October 15, 2020, members of the Huron and Perth OPP invited Karl Ellis and Kelly Finlayson to meet and discuss the potential to create a Huron and Perth Police-Hospital Transition Agreement in collaboration with the other hospital organizations and potentially EMS in the Huron and Perth areas. The meeting was an excellent overview of the objectives of the transition agreement and we look forward to further discussions with the OPP and key stakeholders in Huron and Perth about this strategy.

Auxiliaries

The Wingham and District Hospital Auxiliary is formulating plans to hold a COVID safe bake sale.

CKNX Radiothon

For the last 19 years, CKNX has supported the Healthcare Heroes Radiothon on behalf of 10 area hospitals raising over \$11 million in that timeframe. The Listowel Memorial Hospital Foundation and Wingham and District Hospital Foundation have benefited greatly from this event including Saturday October 17th. Funds in Listowel are designated to upgrades to the pharmacy medication management system. In Wingham, radiothon proceeds will support new blood and urine analyzers for the lab. Final proceeds of the event are not yet available.

Ontario Health Teams

Current discussions within the Huron Perth and Area Ontario Health Team are focused on shared Infection Prevention and Control resources across Huron and Perth and expanding ability to electronically monitor home care patients.

Long Term Care

Hospital and municipal leadership met with Randy Pettapiece to discuss the long term care situation in North Perth. Neither the hospital or municipality have the knowledge or interest in operating a long term care home, yet both have a strong interest in ensuring a vibrant long term care sector is available to serve our community. Further meetings are anticipated with organizations that currently operate long term care homes in order to understand their interest and ability to develop a new home in the community.