



Board of Directors

Highlights

September, 2020

Enriching life's journey together.

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

No formal Quality Improvement Plan was required by Health Quality Ontario this year. We have set formal targets and will work at making improvement to:

- Patients presenting to ER with anxiety and/or depression
- Violence in the workplace
- Joy in Work
- Conservable bed days (i.e. patients remaining in hospital when they could have been discharged or cared for elsewhere)

Our region of South Western Ontario has been very fortunate to date as we have not seen significant COVID-19 activity. Efforts continue to clear the backlog of procedures as well as diagnostics. Some services have had reduced volumes due to the increased time to don and doff personal protective equipment and additional cleaning routines between patients. We have gradually increased the visitor, family and caregiver presence in the hospitals. More than anything, our patients missed having regular contact with their families and loved ones.

The increasing provincial COVID numbers and combined with students back into school has resulted in an enormous surge in requests for COVID testing. Staffing and hours will be immediately increased in Listowel. In Wingham, WDH physicians and the North Huron Family Health Team have a strong interest in establishing an upper respiratory tract assessment service. Such a centre requires Ontario Health approval and applications are currently being completed.

The Conservable Bed Days project has continued with physician and health records employee collaboration. The aim of the conservable bed days project is to accurately capture patient acuity in order to establish an accurate length of stay, which in turn, will reduce the number of conservable days in a patient's admission. Documentation of primary disease states, co-morbidities, hospital-acquired conditions and treatments and procedures has improved and lengths of stays have been adjusted as a result.

The Senior Team approved three corporate metrics. All leaders at LWHA will be accountable to meet these metrics each quarter.

1. 100% completion of all employee performance reviews.
2. 95% staff completion of mandatory training.

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3. 100% of RLs will be acknowledged within 72 hours and closed within 30 days.

The ClinDoc project is back on track with the go-live of Launch Point Sept 22, upgrade Oct 24 and ClinDoc Phase 1 Nov 30th.

Small Rural and Northern Funding approval of \$775,991 received for the following projects: Social Work, ClinDoc, Governance, Cybersecurity and the North Huron Homecare Project.

The Joint Health and Safety Committee (JHSC) has reverted to our previous schedule of quarterly meetings where we incorporate COVID preparedness and response into these meetings. The weekly JHSC meetings were effective and necessary at the beginning of the pandemic to support open communication and collaboration to support staff safety and well-being. The organizational risk assessment and response remains current and reflective of our response as we approach a predicted second wave.

The Royal Oaks Clinic Laboratory has moved from a “walk-in” service to a booked appointment service as of mid-June. This change was necessary to mitigate risk of surges in patients waiting for service in common spaces and maintaining social distancing. It is safer and more efficient for patients. The process is still being evaluated and improved as we adapt to this new change in service.

An evaluation of ultrasound services was completed and due to increasing callbacks and waitlists, US hours have been expanded to include 8-12 Saturdays and Sundays in Listowel beginning Sept 26th. Additional outpatients will be booked as well as designated emergency bookings for both sites.

CT requests are trending upwards to approximately 300 cases per month (initial planning budgeted for 200).

Ontario Breast Screening Program appointments are currently being offered 4 days a week, as opposed to previously 3 days per week, until 6pm anticipating that this will be required until the end of this calendar year to catch up with bookings due to Covid cancellations. Outpatient bookings after 6pm were found not to have the uptake as presumed, therefore the hours have been adjusted.

Cultivating a workplace that nurtures individual and collective potential.

The Listowel Wingham Hospitals Alliance will have an Accreditation survey in November 2021. Staff and committees are currently reviewing the standards to ensure we have the required organizational practices in place. In some cases, policy review has been accelerated in order to accommodate the transition to a new policy management software system. Preparation for the accreditation survey will be the focus for many of us in the coming year.

Travel opportunities are limited and many traditional vacation activities are not available as a result of the pandemic. Despite this, we are strongly encouraging all staff to actively plan to utilize their vacation. This expectation applies to all staff members.

On October 26, 2020, LWHA will host a renewed Patient and Family Partnership Committee. LWHA Patient and Family Partnership Committee structures and functions are based on the Health Quality Ontario framework. Rosemary Rognvaldson has agreed to be an active member on the committee.

The three major areas of focus to engage patient and family partners include:

1. Personal care for patients within the hospital
2. Program design as it serves patients
3. Policy and Governance

Shelly Reinhardt, our Purchaser continues to commit time and effort to keeping a safe supply of PPE ahead for regular and expected COVID-19 use. The PPE dashboard is published regularly for our staff. At present most items have 60 or greater days supply on hand. The exception is hand sanitizer dispenser.

Over the summer, there were no union meetings or COVID calls needed. Meetings with each of the union groups have started back up in September.

The ONA collective agreement is in the process of sign off at each site with an expiry of June 7, 2021.

The lab project was successfully completed and staff and equipment moved back into the area as of July 13th. Thank you to this team for managing this project through its development, construction and post occupancy. Steve Baxter and Shelley Reinhardt managed this project successfully internally without use of an external project manager.

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

Early in the pandemic, Southwestern Ontario created a logistics team to support the acquisition and distribution of personal protective equipment (PPE) and drugs along with providing laboratory services and supporting information technology infrastructure. Karl was the CEO designated to this team. Initially, significant time was devoted to ensuring PPE and drug availability. We are now seeing the results of ongoing efforts to increase lab testing capacity in the South West.

The lab staff barely settled into their newly renovated space when Hospital maintenance staff

began work on a cosmetic refresh of the pharmacy. Work has now begun the 1st floor team station renovations. The renovation will provide safety/security for staff, privacy for effective communication of transfer of accountability, and support the team station space needs for allied health, nursing and physicians. Development of a distraction-free and secure area for medication preparation and storage that meets best practice standards is also part of the project.

On April 29, 2019, the Wingham and District Hospital Oncology satellite program went from a 3-day to a 4-day program. Since that time, the oncology program continues to see increased volumes. An in-depth assessment of the current volumes and the volume of potential LRCP repatriations to Wingham is underway with the objective to evaluation readiness of moving to a 5-day per week program.

HIRF funding approvals have been received with Wingham receiving \$287,793 with an additional \$210,000 grant for the elevator update. LMH was approved for \$241,693.

The South West LHIN/Ontario Health confirmed an amendment to the Hospital Accountability Agreement (H-SAA) of \$ 306,400 for Listowel and \$270,100 for Wingham to base funding. The H-SAA Indicators remained the same.

Celebratory retirement teas were not able to be held for the past few months related to the limitations on social gatherings. We are able to offer an alternative celebratory opportunity for our retirees to connect with their coworkers. Nikki, Human Resources Assistant, is reaching out to these former staff to discuss this possibility, recognizing the need for good hand hygiene, masking, and physical distancing.

As there is a need to limit social gatherings, the Christmas party is cancelled this year which has historically been the venue for recognizing our staff for their commitment and years of service. The senior team and managers will be considering alternate recognition and dissemination options which will likely include a small presentation and celebration in the employee's respective unit while he/she is on shift.

The North Perth Fire Department just completed our annual fire inspection of the Listowel hospital. Written orders were received as a result of equipment in the hallways in emergency and on the units. The Facilities Manager is working with clinical managers to mitigate this issue. We also received a written order to keep combustible items to a minimum and dispose of cardboard boxes regularly and not wait before discarding. The Facility Manager is working to correct these issues with departments involved.

The oil tank removal project in Wingham began on September 3rd. The Town of Wingham has already installed some new sidewalk as part of the scope of the project. This project includes removing the existing oil tank from under the back parking lot, installing a new propane back up fuel system for #3 boiler, repaving the south/west part of the back parking lot and installing a

new sand storage building. A completion date of mid-October is anticipated.

The Wingham redevelopment project has completed, search of title and payment of statutory holdbacks to Nith Valley has been completed. There are still some minor outstanding deficiencies which are being addressed.

Cultivating partnerships to offer a seamless patient experience.

In Listowel, we decided to furnish the Inkerman Street house in order to accommodate additional residents and medical learners. These furnishings will be transferred to the Davidson Ave. home once we have possession of it and have completed some minor renovations. In Wingham, there are some furnishing and fixture improvements required. The Hospital Auxiliary in both communities agreed to take on the task of shopping for these items and outfitting the homes. At a time when historical Auxiliary activities are on hold, the Auxiliaries continue demonstrate a willingness to do whatever is reasonably possible to assist the hospital.

Everyone involved in the North Huron Neighbourhood of Care Project had hoped to have a new model of home care in place by now. The expected outcome is for existing home and community care providers being paid a bundled amount to care for patients in the north Huron area. The role of the Wingham and District Hospital has been to facilitate the discussions and provide some project resources. We will not be providing any front line home care staffing or services.

The health system continues to focus on the challenges faced by long term care during the pandemic. They have had significant staffing challenges as a result of rules that prevent staff from working in more than one facility. Personal Support Workers are in short supply across the entire health care system. Efforts to support the long term care sector within the Huron Perth and Area Ontario Health Team include the idea of creating a Huron Perth Infection Prevention and Control (IPAC) resource group that would support the entire health care system. Hospitals tend to have more IPAC resources with a higher level of training than the rest of the system.