



Board of Directors

Highlights

April, 2021

Enriching life's journey together.

The Board was pleased to welcome Nicole Jutzi and Ian Montgomery of the Wingham and District Hospital Foundation to present the annual donation. The Wingham Foundation donated \$302,440 bringing the total since the inception of the Foundation to just less than \$10 million.

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

COVID-19

System Capacity and Planning

Significant patient movement from Greater Toronto Hospitals to other areas of the province continues. Hospitals in the South West and Erie St. Clair have been partnered with Trillium Health which has sites in Etobicoke and Mississauga. A formal system connects Trillium with London Health Sciences Centre staff who then work daily with other hospitals in South Western Ontario to organize patient transfers. Listowel and Wingham have typically accepted transfers of patients from London and Stratford in order to ensure those sites maintain ICU capacity, although we have started to receive patients directly from Trillium.

There is now a directive that allows the transfer of patients between hospitals without having prior patient consent. Transportation is the current bottleneck impacting patient transfers. Insufficient health human resources required to care for the unprecedented patient volumes is a strain on the Ontario health care system and a major concern going forward.

COVID Vaccination

Provincial vaccination supplies have been directed to provincial COVID hot spots. This has created some uncertainty regarding the future supply of vaccine in Huron and Perth. All vaccinations received continue to be administered in a very timely way. There is exceptional cooperation between the Huron Perth Public Health, hospitals, primary care, pharmacies, municipalities etc in working to deliver vaccine locally.

Over the course of the pandemic Diagnostic Imaging outpatient exams have decreased in every modality with the exception of CT. As of the end of February 2021, Listowel performed 5000 less total exams, and Wingham was 2500 less in 20-21. In the last month, Diagnostic Imaging has noticed a significant increase in requests for imaging exams resulting in waitlists for non-urgent requests. We are actively monitoring the situation and increasing bookings as needed and as able to recoup lost revenues.

In ongoing efforts to eliminate C-Difficile infections in patients across LWHA, a multi-pronged approach has been implemented. In addition to the Pharmacy department's antimicrobial stewardship program, the Infection, Prevention and Control Coordinator launched C-Difficile

education for staff at both sites. This education focused on reinforcing best practices for all staff who interact with our patients and reiterated all that hand hygiene with soap and water is best for c-difficile patient care, alcohol based hand rub does not have the same effect and is not best practice.

Cultivating a workplace that nurtures individual and collective potential.

We are very pleased to welcome Rhonda Scheeringa to the role of Vice President Human Resources. Rhonda has been with the organization for over 12 years and this role is a natural progression for Rhonda.

Dr. Jim Shuffield is retiring from his practice at the end of April following 11 years working in Wingham. We wish Jim all the best. We do expect to see him providing some locum coverage. Jan McKague-Weishar continues to actively recruit in order to fill this position and has a strong prospect scheduled for a site visit in early May. The bulk of Dr. Shuffield's patients have been transferred to Dr. Antoniadis' roster and will be cared for by Dr. Antoniadis, locums and Family Health Team staff.

Each year we endeavor to have hold leadership development training for our leaders. LWHA is now utilizing the leadership development framework that was created for use by small hospitals in the south west to guide our training. Hospital and physician leadership are participating in a webinar series offered by the Canadian College of Health Leaders. The LEADS framework is organized in 5 modules:

- a. Lead Self
- b. Engage Others
- c. Achieve Results
- d. Develop Coalitions
- e. Systems Transformation

The Pharmacy and Risk Management programs are now aligned with the VP Diagnostic and Support Services. Thanks to Sheri DiGiovanni for her contributions as leader of the Oncology program and as an active part of the clinical team. The clinical team looks forward to continued partnership and collaboration with Sheri in her new role and portfolio at LWHA.

Pharmacy leaders from the South West are working on updating the Regional Antidote sharing agreement and strategy. There is potential for hospitals to share potentially high cost, low use items regionally to minimize overall system waste.

The Obstetrical Care program is experiencing critical staffing levels. Active recruitment is ongoing for this specialty area and a robust, comprehensive training and orientation program partnership continues with a peer hospital. This situation will have temporary impacts on the level of service that we will be able to offer in the short term however, this will resolve with staff returning from authorized leaves and recruitment.

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

We have recently been able to return several functions to their normal space following the flood recovery. The laboratory staff are thrilled to have returned to the new lab. Nutrition and Food Services are functioning from a kitchen again and the physiotherapy space has a refreshed look. Flooring in the main corridor and elevators has been replaced as well. Materials Management, staff lockers and lounges, health records, IT and environmental services staff continue to operate from alternative space. Hospital staff have demonstrated patience, resiliency and creativity throughout the flooding incident and recovery period. We are appreciative of Steve Baxter, Manager of Facilities for providing leadership to the restoration.

In the early days of the pandemic, Karl was tasked with leading the efforts of a logistics group in South Western Ontario working to ensure sufficient supplies were available to respond to the pandemic. Having appropriate Personal Protective Equipment available at the time was extremely challenging in the early days of the pandemic. For some time now, the logistics group has been consolidated with others managing pandemic response efforts to include pharmacy, laboratory and information technology. There are no backlogs of lab testing and improvements have been made in information technology. The pharmacy group continues to monitor the inventory of 3 medications used for moderately and critically ill COVID patients. Many are hopeful that the collaboration between the large number of hospitals in the South West continues beyond the pandemic.

The recent Ontario budget provided a 3.4% increase in total hospital funding. This is inclusive of funding for provincial growth, pandemic response and the backlog of procedures created by the pandemic. We have not received specifics of our funding allocation for next year.

We have previously reported on the work underway to re-furbish the basement of 285 Sarah Avenue. Following the removal of the walls for mold remediation, the project was expanded to create multi-purpose space for board meetings, staff training, meeting and community room. Having the drywall removed allowed for cabling and technology installation that was not intended as part of the original refurbishment. Longer term plans will see the first floor of this building renewed to accommodate some administrative services while we consolidate clinical services in hospital. This eliminates patient confusion about which building to attend and brings clinical services closer to supports such as registration.

Renovations are currently underway in the ultrasound rooms of Wingham DI. No decrease or compromise in patient access have been affected during the renovations. Staff are working out of spaces within Ambulatory Care and the basement, scheduled to return to our updated spaces by the end of April.

The fire shutters on the wall in the courtyard at Listowel site, which served the staff lounge windows, dirty linen window and palliative room windows have been removed and replaced with a modern sprinkler system on the inside of the building. These shutters have not worked properly and have been an eye sore for many years. The same work will be undertaken for the second floor in April. This will bring this area of the hospital up to current fire code.

Initial conversations have started to allow a direct connection between RL6 (incident management system) and our Business Intelligence Tool Tableau which will considerably streamline our data collection and reporting for both Risk and Patient Experience. This work will take place over a number of months and will involve partnerships with both RL6 and Huron Perth Healthcare Alliance

Cultivating partnerships to offer a seamless patient experience.

Huron Perth and Area Ontario Health Team

- Full membership meetings reduced to every other month
- Hired a Project Coordinator for Digital Health Initiatives
- Infection Prevention and Control (IPAC) Consultant has presented a project plan to create a coordinated IPAC effort across Huron and Perth
- The Planning and Priority Setting Working Group and Board to Board Reference Group will be populated with members through the summer and early fall.
- Physician Advisory Group have finalized their terms of reference
- Diversity, Equity and Inclusion Working Group are seeking examples of organization anti-racism statements. I will represent LWHA on this group until our HR Team is fully staffed again.

The Listowel Wingham Hospitals Alliance and 7 other hospital sites have an agreement with London Health Sciences and St. Josephs Health Centre to provide a Cerner hospital information system. We have been notified that the Master Agreement expires in 2022 and that London would like to negotiate another 5 year agreement. We have indicated our intention to participate in the negotiation towards a new agreement and have also outlined some concerns that we would like addressed in any new agreement. It would be a massive undertaking to change information system providers if our approach was to not renew this agreement.