

***Enriching life's journey together.***

***Board Education***

Dr. Alex Peel outlined the challenges that have historically existed within the Community Support Services sector of health care. The pandemic has provided further challenges to patients and families who have been unable to obtain access to these services. The day program offered by OneCare at the Royal Oaks facility in Wingham is an example of a service that has been closed during certain periods of the pandemic and only able to offer service to a limited number of patients during other periods. This loss of service has resulted in a significant burden on patients and families with many requiring hospital care when they would otherwise be at home with access to community services.

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

**COVID-19**

**System Capacity and Planning**

As COVID patient volumes across the province continue to decline and the Ontario economy begins to open up, discussions have begun to determine when and how to reduce the COVID related activities in Hospital and community. LWHA has incremental staff working as COVID screeners at entrances, additional environmental services staff, testing centre staffing and leadership dedicated to our COVID response. Employment contracts, collective agreements, Ontario Health funding and patient volumes must all be taken into consideration in planning.

**COVID Vaccination**

As of June 23<sup>rd</sup>, a total of 84% of LMH staff and 77% of WDH staff have reported receiving at least one dose of COVID vaccine. Two doses have been reported by 50% of LMH staff and 47% of WDH staff. These numbers have improved notably in the last couple weeks. It is hopeful that we achieve vaccination rates that are at least comparable to our best influenza season. Pauline Daugherty is actively working at improving vaccine confidence and staff self reporting of vaccinations.

**Non Urgent Patient Transportation**

The health system in south western Ontario continues to struggle to have non urgent patient transportation available for patient transfers when required. A number of initiatives are underway to improve this situation. Healthcare Materials Management Services issued a Request for Proposals on behalf of hospitals seeking new providers and contracts to replace the existing, expiring contract with Voyago. Hospitals in Huron and Perth have been exploring the cost/benefit of extending arrangements with Emergency Management Service providers to offer cost effective additional non urgent patient transportation services. "Back of the envelope" math has also been done to estimate the cost of a hospital run service. The non urgent transportation models used in other parts of the province have been investigated to determine if there are more viable alternatives in rural Ontario. Despite not meeting our needs for timely patient transfer services, this has become a very costly part of hospital operations with Listowel and Wingham spending over

\$300,000 per year.

### Obstetrics Closures

The OB critical staffing shortage outpaced recruitment efforts and employee leave return dates. Therefore, Dr. Suggitt, Dr. Cameron, Justine and Kelly developed and implemented a temporary weekend OB closure plan to allow for new recruit onboarding and the return of staff from leaves. The unit will have weekend closures totaling 23 days out of 62 days from June 21 to September 12.

Weekend closure schedule:

- From June 21 – August 22 the department will be closed from Saturday at 1900 to Monday at 0700
- From August 23 – September 12 the department will be closed from Friday at 1900 – Monday at 0700.

Communications has been shared with surrounding hospital OB programs, midwives, EMS, and our staff and physician groups with a letter created for distribution to all OB patients. The weekend OB service will resume on September 13, 2021.

### Behaviour Safety Alerts

Behaviour Safety Alerts (BSA) are part of the electronic medical record. BSA was developed for all providers within the circle of care to be aware of and implement safety measures for a patient who is exhibiting behaviours, has a history of violence and to identify trends and/or escalation of exhibited behaviours.

Nursing staff screen all patients over the age of 10 at ED Triage and on the Inpatient units on admission and complete daily reassessment throughout the patient's stay.

Nursing staff screen patients on their current observed behaviours and a Behaviour Safety Alert level is assigned to the patient's chart.

- The BSA is visible on the blue demographic bar of the electronic medical record and remains with this encounter only



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

### Strategic Clinical Innovation Network

Dr. Doug Dittmer continues to lead efforts to strengthen the relationship between rural hospitals and Waterloo/Guelph post secondary academic institutions. A total of 16 Hospitals in South Bruce Grey, Huron Perth, Wellington County and Brantford have agreed to work with the University of Waterloo, University of Guelph and Conestoga College. It is expected that the academic institutions will apply for a FedDevOntario grant supporting rural innovation and growth in southern Ontario. The academic institutions are pleased to have real world scenarios and problems for student projects. The Hospitals are excited about having increased, early access to the student population that will be our future employees.

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## **Physician Dashboards**

As part of the Quality program's quality improvement dashboard role out across LWHA, the LMH physician group has established a physician dashboard to measure 3 key indicators; Conservable Bed Days, Medication Reconciliation at Discharge, and Discharge Summary Completion. Data on the dashboard is broken down by physician so each can monitor and measure their own improvement and use the dashboard as part of their college quality improvement program.

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

### **Cerner Hospital Information System**

Regional hospitals gathered recently to review very preliminary plans for the expansion of the Cerner Hospital Information System. Foundational work and planning will take place during most of 2021/22 with implementation occurring in stages through 2025. Modules contemplated include Ambulatory Care, Document Scanning, Voice Dictation for Physician Electronic Documentation, Electronic Image Capture, Infection Control, IV Pump/Device Integration and Perinatal Care.

### **Physician Recruitment Efforts**

Physician recruitment efforts for both North Huron and North Perth have been led by Jan McKague-Weishar for close to two years now. The two recruitment committees recently held a joint meeting and heard about the success of this shared initiative. Examples presented include:

- Recruitment of a full time surgeon shared between Listowel and Wingham
- Shared locum pool for ER and Clinic coverage
- Recruitment efforts for a GP Anesthetist
- Shared spousal employment opportunities between the two communities.
- Expanded list of clinical practice areas to attract student interest e.g. oncology, obstetrics.

Physician recruitment efforts continue to be financed by local municipalities with additional support provided by hospital Foundations and the hospitals.

### **Listowel Memorial Hospital Foundation**

The Listowel Memorial Hospital Foundation's annual donation to the Listowel Memorial Hospital has paid to date \$554,701.51 with \$210,00 outstanding to support the Palliative Care Unit. These donations are received in the mail, at the Annual Spring Gala, online, funeral memorials, Radiothon and third party events. In 2020, the LMHF received enough funds to support a renovation to the First Floor Nursing Team Station, Medication Management Upgrade for the Pharmacy system, the purchase of the house on Davidson Street, breast awareness items and funds to support a second palliative care space.

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

### **Huron Perth and Area Ontario Health Team**

The pace of activity continues to increase for the Huron Perth and Area Ontario Health Team.

- Spotlight on Community Support Services – Pandemic Impact
- Kelly Finlayson will represent LWHA on the Planning and Priorities Committee
- Committed to participate in the Integrated Decision Support/Population Health Management platform hosted by the Ontario Hospital Association
- Hired Digital Project Coordinator and a Priority Population Project Coordinator
- Issued a branding guide and logo.
- Considering a joint accreditation process for all interested HPA OHT organizations.
- Commitment to create a data sharing agreement amongst OHT partners.
- Continued implementation of Hypercare secure communication tool.

### **Mental Health Crisis Outreach**

A collaborative partnership has been established between LWHA and the HPHA Mental Health Crisis Outreach Team and the Nurse Practitioner led Primary Care outreach program. LWHA's outpatient social worker is engaged with these two teams to offer community outreach to high risk populations who do not have a primary care physician in Huron and Perth. This collaboration will provide social service, and medical service in the places people are at, not asking them to come to places health care services are traditionally offered such as a treatment centre, office, or hospital emergency room. Funding for these programs come from various funding sources including small project funding from the Ministry of Health, and from the Municipality of Perth.

### **Surgical and Ambulatory Programs**

LWHA is focused on growing the LWHA surgical and ambulatory programs post pandemic, cyber event and flood recovery. The following is a summary of the LWHA physician and surgeon and visiting specialists who provide service in the LWHA operating rooms and ambulatory care units. Kelly Finlayson is partnering with both Chiefs of Staffs to plan further growth of surgical and ambulatory programs and services at LWHA.

<b>Surgical and Ambulatory Services at LWHA</b>				
<b>Specialty</b>	<b>Name</b>	<b>Site</b>	<b>Dept.</b>	<b>Frequency</b>
Paediatrics	Dr. Gobburu	WDH	Amb Care	1x/month
	Dr. Blaine	LMH	Amb Care	2-3x/month
Plastics	Dr. Heaton	LMH	OR and Amb Care	3-4x/month
General Surgery	Dr. Rana	both	OR and Amb Care	Daily between sites

	Dr. Adam Maruscuk	LMH	OR and Amb Care	1x/week, every Tues
	Dr. Anthony Dilabio	WDH	OR and Amb Care	1x/week
Internal Medicine	Dr Spanglet	Both	Amb Care	2-4x/month
	Dr. VanOosten	LMH	Amb Care	1x/month
	Dr. Peirce	LMH	Amb Care	1x/month
	Dr. Kara	WDH	Amb Care	1x/month
Urology	Dr. Bukala	WDH	Amb Care	1x/month
Dental	Maitland Family Dental	WDH	OR	1-2x/month
	Dr. Panish	LMH	OR	2-3x/month
Dermatology	Dr. Dworkin, GP	WDH	Amb Care	2x/month
	Dr. Haider	LMH	Amb Care	1x/week, every Wed
Gastroenterology	Dr. Flowers	WDH	OR	Daily
	Dr. Sharma	LMH	OR and Amb Care	3-4x/month
OB/GYN	Dr. Block	WDH	Amb Care	1x/month
	Dr. Hancock	LMH	OR and Amb Care	3-4x/month
Ortho	Dr. Guy	LMH	OR	2x/month
ENT	Dr. McKenna	WDH	Amb Care	every other month
	Dr. Hughes	LMH	Amb Care	1x/month
Maxofacialary Surgeon	Dr. Hogg	LMH	OR	2x/month
Neuro	Dr. Kaleel	LMH	Amb Care	1x/month
Rehab MSK	Dr. Dittmer	WDH	Amb Care	1x/month
Echo	Mike (SMGH)	WDH	D.I	Weekly
Cardiology	Dr. Tomlinson	WDH	Amb Care	1x/month