



Board of Directors

Highlights

October, 2021

Enriching life's journey together.

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

System Capacity and Planning

Almost all health care providers in the region are experiencing shortages of qualified health human resources. Scenario planning has started in the South West to determine what services may be at risk across the region and attempt to mitigate the impact to patient care as much as possible. Acute care capacity and ICU capacity in the south west remain at greater than 90% capacity.

Clinical Leadership

Justine Leslie has transitioned smoothly into the permanent role of VP Clinical Services and CNE. Justine has been with LWHA since 2009 and has brought a deep understanding of day to day operational issues to her early decision making as VP/CNE. Following a brief period to review clinical leadership portfolios and responsibilities, a posting will be necessary to replace Justine's former managerial position in the organization.

In her early days in the permanent role, Justine has led discussions with various stakeholders to determine how to best address the health human resources challenges being experienced within nursing departments at LWHA. At a high-level the adopted strategies have included:

- Adding additional shifts on weekends to ensure we have staff available to cover sick calls, ambulance transfers and other hard to fill staffing needs.
- Creating additional full time lines
- 'Over' hiring if opportunities present knowing that there will be future retirements and maternity leaves.

Some of these strategies have financial risk as we are making commitments to staff schedules that we don't have budget to cover. The expectation is that savings in sick, overtime and potential staff turnover partially offset the costs. The strategy is also an attempt to address the ongoing risk, already experienced in our OBS program as well as other local communities, of a service closure as a result of health human resource shortages.

There was a clear acknowledgement of hospital staff during this challenging time. On countless occasions, staff have worked extra hours/shifts, cancelled personal plans, stayed late and come in early.

Accreditation 2021

We dedicated our board education this month to working through mock accreditation questions and scenarios in preparation for the governance survey on November 22nd.



COVID Testing Centre

With kids going back to school the COVID testing centre has seen an increase in activity with an average of 40-50 swabs being completed each day the centre is open.

Conservable Discharge Project

Conservable discharge project continues. The Listowel percent of conservable discharge days is at 24.4% (goal 21.2%) and Wingham is at 29.7 % where their goal is 28.9%. The goal is to have the patient stay only the days required for clinical care. Both sites are reviewing the change ideas to determine any further work required as this QIP will be wrapping up in March 2022. The physicians, health records staff and nursing have worked diligently to achieve these goals.

Oncology

The Oncology program moved to 5 days per week effective April 12th. To August 31/21 there have been 626 treatments. The transition funding that we have received over the past several years has been discontinued and the funding rate has been increased from \$300 to \$345 per visit. The expected revenue from this program is below budget by \$40,030 YTD.

The WDH Oncology department continues to provide exemplary patient care and we hear this feedback regularly from our patients and providers. London Regional Cancer Program has a process in place to make sure WDH is getting all possible patients repatriated back for their treatments close to home. The oncology team continues to advocate for the program by offering our program to patients outside our area who may be on a waitlist elsewhere.

Cultivating a workplace that nurtures individual and collective potential.

Vaccination Policy

Following the September board meeting a vaccine policy requiring all employees and credentialed staff to have a confirmed full series of COVID-19 vaccine by November 30th was implemented.

Christmas Party and Long Service Award Presentations

For the second year, we will be cancelling the LWHA Christmas party. Long Service awards will be presented by hospital leaders to award recipient staff within their departments. Money budgeted for the Christmas gathering will be used for a number of luncheons, coffee, treats and events throughout the fall and winter.

Ministry Funding

The ministry has approved funding incremental COVID expenses to the end of Sept 2021. Advocacy continues for funding to continue for PPE and additional staffing for COVID cleaning and screening to March 2022. There is a realization some of these costs will not be going away anytime soon.

OMNI Assistant

The Omni Assistant repository has been implemented with the previous system, COPPS, taken off line Oct 8, 2021.

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

Capital Plan

Ontario Health has provided preliminary feedback on the draft proposal to redevelop the inpatient areas within the Listowel Memorial Hospital in addition to investigating options to expand the emergency room space. The changes suggested were mostly formatting and editorial versus substantive changes to the proposal. More refined cost estimates for the proposed work will be required.

Cyber Security

The cyber incident that occurred two years ago continues to have interest beyond our organization. Our experience was recently shared at an Ontario public sector cyber security conference along with municipal, university and social services organizations. We have also been asked for advice to assist the province in developing cyber security training resources.

Hospital Information System (HIS)

Hospitals across the region that share the Cerner Hospital Information System with London spent time recently understanding the scope of proposed enhancements to our shared HIS as part of the OneChart Phase II upgrade. Phase I resulted in much of our nursing and allied health documentation being captured electronically. The Phase II work increases the electronic documentation of physicians and other providers within inpatient, outpatient and operating room settings

Operating Budgets

The 21/22 Operating budgets have both improved over the past month with Listowel running a surplus of \$133,363 and Wingham a small deficit of \$25,686. The main contributors to the surplus at Listowel are the Testing Centre revenue that was not budgeted and 1% additional funding from the ministry. At this point based on trends and assuming COVID expenses reimbursed to December a small year-end deficit is forecasted. The main contributors to the deficit in Wingham are fewer rehab Episodes of Care and oncology volumes along with increased employee sick, orientation, maternity benefits and increased data processing fees.

Hospital Infrastructure Renewal Funding confirmation received for Listowel is \$222,467 and for Wingham \$279,335 with \$250,000 in additional funds for a generator replacement.

Listowel flood insurance claim is almost complete. The Wingham water event has been cleaned up. The insurance settlement has not been received.

Cultivating partnerships to offer a seamless patient experience.

Shared Benefits Strategy

The Ontario Hospital Association (OHA) in partnership with the Hospital Insurance Reciprocal of Canada (HIROC) continues to advance the idea of a shared benefits strategy for all hospitals in the province. They consider this to be a proactive strategy that counters the province's desire for a single public sector employee benefit solution while maintaining hospital control of the plans. It also is expected to be a cost control strategy through improve negotiating power and lower administration costs. The Ontario Hospital Association is determining the level of interest among hospitals prior to seeking approval of the OHA board to proceed.

Auxiliaries

The Hospital Auxiliaries are contemplating restarting the gift shops. The Wingham Auxiliary has had infection control training for volunteers. The Listowel Auxiliary is assessing the role the gift shop plays in their volunteer efforts. With the flooding in Listowel, there is additional effort required to restart the gift shop as new shelving and stock need to be acquired.

Huron Perth and Area Ontario Health Team (HPOHT)

- The HPOHT is looking for organizations interested in a joint Accreditation survey for the OHT in 2023.
- A decision support analyst has been hired.
- A chronic heart failure program, led by Dr. Shanil Narayan, is looking for staffing and financial support for the program.

An electronic referral process is being implemented in the Diagnostic Imaging department as part of an Ontario Health Team project.