



Board of Directors

Highlights

September, 2021

Enriching life's journey together.

Board education provided details on the organization approach to talent management. The Board has responsibility for oversight of talent management efforts including recruitment, leadership development, succession planning, compensation, staff recognition and performance management.

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

COVID-19

System Capacity and Planning

Regional discussions have focused on the health human resources challenges currently being experienced throughout the health care system. Acute care capacity and ICUs in the south west are operating at greater than 90% capacity without having a large bump in recent COVID patient census. The high occupancy combined with a lack of available health human resources may result in limits on non urgent surgeries and other procedures

The census at Listowel and Wingham has been reasonable and we have been open to accepting patients from other sites in order to decrease the current pressures in the system. It is also expected that the health human resources situation will delay the provinces strong desire to address the surgical backlog in the province.

COVID Vaccination

The board had an extensive discussion on the current vaccination approach and provided advice regarding the organizational approach to vaccination.

As of September 30, 2021, fully vaccinated rates were 88% for LMH and 91% for WDH (this includes all full-time, part-time and casual staff). Rates are over 92% for active staff.

ER Scheduling

The Listowel ER physician schedule continues to have significant vacancies and will need to rely on the provincial Emergency Department Locum Program in order to staff the ER department. Dr. Russell Latuskie is no longer working in the ER. The demand on the provincial program to staff emergency departments throughout the province is at an all time high at the same time as the available pool of physicians working in the program is low.

Nursing staff coverage of ERs remains an issue throughout South Western Ontario. Clinton ER has further reduced their hours and was entirely closed for a portion of the Labour Day weekend. Hospitals in South Bruce Grey staffed the ER with a combination of nurses, managers and allied health staff that same weekend. While we were not at risk of closing, our staffing model was not ideal and numerous creative staff scheduling solutions were in place. We have experienced regular weekend closures of our OB service in Listowel and have recently had challenges staffing OR on call.

OB Department Staffing

The OB department has struggled with a significant staffing shortage over the summer that unfortunately resulted in planned closures. Due to the hard work and determination of the OB team we have been able to resume close to normal hours of operation effective September 14th. Staffing the department will remain a challenge until we see staff return from maternity leaves and new staff complete orientation/training.

Radiology

Our long time radiologist Dr. Erenberg has a desire to reduce his hours at LWHA. The organization worked with our remote radiologists at London X-ray Associates (LXA) to provide onsite support in Wingham and Listowel. This coverage started in Aug 2021 and we have experienced some challenges. The LXA radiologists are unable to continue supporting us onsite. Sheri DiGiovanni, Manager, has worked with Dr. Erenberg and LXA on a short term plan to continue supporting our patients with the services we currently offer. Longer term plans may require recruitment of a radiologist outside of the LXA group.

Ministry funding to support additional CT scanning was allocated to hospitals throughout Ontario to assist in the backlog of testing due to COVID. Listowel Memorial Hospital received an additional \$50,000. Additional CT scanning will be added starting this month until the end of the fiscal year.

Health and Safety / Emergency Response

August 20, 2021 the Listowel site completed their annual vulnerable occupancy evacuation testing with the North Perth Assistant Fire Chief present for the evaluation. Four designated staff responded to the 2nd floor Medicine unit to evacuate the “hot room” within the expected time, and moving a total of 15 “occupants” beyond a set of fire doors to conclude the testing under the 8-minute mark. There were excellent displays of team work and quick-thinking for this event to be a success.

A date for the Wingham site has not been established as of yet.

Per the Ontario Health and Safety Act, food and drink cannot be consumed at a space that infectious agents, drugs, or chemicals are used, stored, or handled. In conjunction with a Joint Health and Safety member and the departmental manager, staff hydration stations are being implemented for areas which require a designated location for staff water bottles to ensure staff have the ability to stay hydrated during their shift.

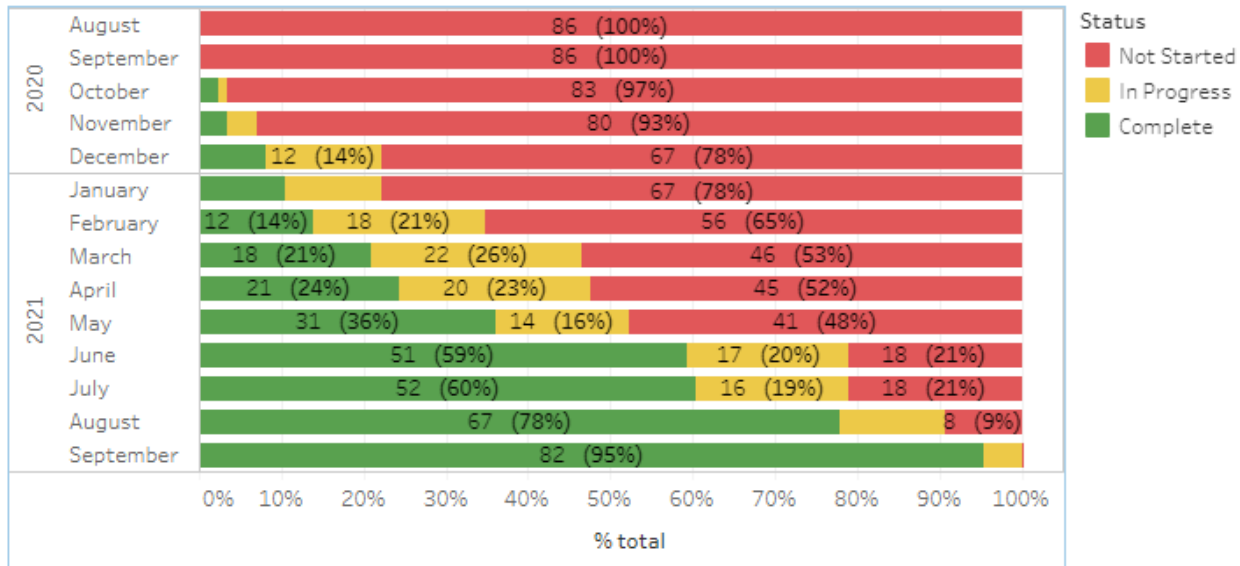
Cultivating a workplace that nurtures individual and collective potential.

Accreditation

Accreditation 2021 is scheduled for this November. Surveyors Anita and Annette will be on-site November 22nd, 23rd, 24th, and 25th to review our services, compare us against standards using best practices, and identify areas for improvement. Over the last year our teams have worked diligently to complete work and ensure compliance has been met.

Standards: This graph represents the % of standards that were determined to be unmet by the organization during self-assessments. Each standard (86 total) must have a plan in place or be

completed prior to our on-site November survey.



Required Organizational Practices (ROP): There are 30 Required Organizational Practices with embedded Tests of compliance (136 total). Some ROP’s have more tests of compliance than others (ie. Abbreviations has 7 tests of compliance, client identification has 1 test of compliance). The Required Organizational Practices must be completed and in place prior to our November on-site survey. Each lead has presented their respected ROPs at the Accreditation Steering Committee with evidence of completion, of which we are 100% compliant.

Thank you to all of the Accreditation teams, Accreditation Steering Committee, Leaders and Ainsley Morrison for all of their hard work over the last several months.

Recognition

LWHA has completed the 3-year MoreOB project. MoreOB is national obstetrical team training program aimed at improving teamwork, safety and quality. This project was led by the MoreOB core team (Dr. Terry Suggitt, Kelsie Eadie, Michelle Burn, Mary-Lou Albers, Charlene Poole, Marla Stewart, Abbey Stirling, Terry Kellum, Debbie Ritchie and Justine Leslie) and required a significant amount work during what was a very busy time for the hospitals and staff. The core team met September 15th to debrief the project and to recognize all of the work that was completed. The Maternal/Child Quality team will continue to oversee OB education, programs and services.

Justine Leslie has done an excellent job at filling the role of Vice President Clinical and Chief Nursing Executive. The clinical leadership team also deserves our acknowledgement and thanks for assuming additional leadership workload recently.

Labour & Employee Relations:

- SEIU local Full-time and Part-time proposals have been submitted to the Ontario Hospital Associate (OHA) for vetting. Local bargaining shall not continue beyond February 25, 2022
- CUPE local proposals are due for submission to the OHA no later than October 25, 2021 for vetting.

Local bargaining shall not continue beyond February 25, 2022.

- LIUNA collective agreement will expire March 31, 2022 which is a full locally negotiated agreement

Vacancies and Leave of Absences

- As at September 8, 2021, LWHA currently has a total of 30 leaves of absences (full-time and part-time staff) which is 9.3% of our regular staffing compliment.
- There is currently a combined total of 19 temporary positions that remain vacant which is 6% of our position requirements.
- There are also 10 permanent positions that are vacant at the present time which is 3% of our position requirements.
- The overall total of combined vacant temporary and permanent positions is 9% of total position requirements.

Recruitment:

- Since January we have onboarded 55 new staff members virtually along with virtual interviews. In person interviews resumed mid-August with in person orientation resuming September 8th.
- From January to August, LWHA has posted a total of 182 positions, completed over 100 external interviews and 40 internal interviews inclusive of full-time, part-time, temporary and casual positions.
- From January to August, LWHA hosted 20 post-secondary students with commitments to host 17 additional students between September to December 2021.
- Master schedules have been reviewed and additional permanent positions have been created as part of our workforce planning strategy to support the challenges of recruiting for temporary vacancies.

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

Capital Plan

A draft proposal to redevelop the inpatient areas within the Listowel Memorial Hospital in addition to investigating options to expand the emergency room space has been submitted to Ontario Health for preliminary feedback. Once we understand that we are on the right track, the proposal will be finalized for formal submission to Ontario Health and the Capital Branch of the Ministry of Health. Architects have been guiding a discussion with hospital, family health team and physician representatives regarding the possibility of expanding the Fisher Family Primary Care Centre. Most involved are anxious to see draft design drawings following several meetings required to define the space requirements.

Vendor fairs have been completed for the upcoming Mammography Request for Purchase (RFP). Next steps in the process will be finalizing decisions on vendor, negotiations and then work on implementation plan for the new equipment, suspected to occur in the New Year.

Flood restoration is complete at the Listowel site.

Restoration from the water damage in the administration wing in Wingham is coming to completion



with staff moving back to offices projected to be by end of September.

Work has begun on the new Palliative Suite at the Listowel site with projected completion of end of December. Wingham new Palliative Suite is to begin prior to the end of 2021.

Scheduling:

Vacation planners for the period of November to April 2021 have been finalized for both sites with minimal vacation requests for the upcoming vacation period. Pre-planned vacation requests are lower than previous years. There is an assumption this is related to the pandemic. LWHA continues to promote that all staff need pre-plan vacation time to ensure work life balance.

Employee Family Assistance Program (EFAP):

- EFAP utilization rates increased for both Listowel and Wingham for the previous fiscal year, specifically related to counselling services.
- Fostering mental health wellness and resilience continues to be a focus for LWHA with plans for an assessment of mental health programs during the current fiscal year.

Organizational Development:

LWHA is trialing a Peer Support program. A Peer Support is someone who partners with a new employee during his or her first 3 months of employment. The Peer Support is the new hire's first point of contact outside of their hiring and orientation process. The Peer Support worker is an engaged employee who has a good understanding of the desired culture and climate, demonstrates the values, and follows the code of conduct of the organization. The Peer Support worker will be a resource for the new employee who is friendly, demonstrates effective interpersonal attributes, demonstrates patience, and is a positive role model with good communication skills. We would like to thank the staff who have expressed interest in assuming a Peer Support role and will seek feedback from the Peer Supports and new employees to evaluate the success of the program.

Cultivating partnerships to offer a seamless patient experience.

Huron Perth Ontario Health Team

The Huron Perth and Area Ontario Health Team launched its Infection Prevention and Control program recently. While the hospitals have traditionally benefited from dedicated staff focused on infection prevention and control, many smaller organizations, homes and care settings did not have dedicated support. This presented a very real risk during the pandemic. Having the Ontario Health Team compile and support standardized policies and resources will be a significant benefit.

Royal Oaks Health and Wellness Centre

There was some preliminary interest expressed by two local organizations for space in the Royal Oaks facility. Both organizations require longer timelines to compile budgets and plans for space. We consider this to be a community asset and are open to working within the budget limitations of potential tenants working within the health and social services realm. The facility currently operates on a breakeven cashflow basis.



Patient Visiting

With recent changes to COVID-19 vaccine mandates a collaborative partnership has been established for hospitals in the South West in an effort to develop a regional visiting strategy. Currently, each hospital throughout the region is following their own visiting policy which differs from site to site. This is creating confusion and frustration for patients and families. Initial planning has suggested that the region would support mandatory vaccination for a visitor unless the visit was determined to be absolutely necessary for the patient. Necessary visits include reasons pertaining to patient safety, compassionate grounds or enabling care. Unvaccinated visitors would also be subject to additional precautions while on hospital premises. This regional work is being led by an ethicist at LHSC and we hope to have a finalized policy by the end of September.

Interhospital Lab Partnership

The Interhospital Lab Partnership (IHLP) is moving forward with their 2021/22 objectives. One objective will have each organization in the partnership completing a Laboratory Services Assessment. Each IHLP hospital site, in consultation with medical and clinical teams will evaluate laboratory services needs to review current state and determine future service requirements by end of March 2022. Sites will focus on key parameters such as access to lab services (on site, point of care, on call, remote), blood bank services, test menu, equipment, staffing. The outcome will be a site specific plan that will be used to inform procurement and human resource activities of the IHLP sites.

Echocardiography

Dr. Tomlinson, our Medical Director for our Echocardiography program, has provided his resignation. Recruitment for a new medical director for this program is underway with Dr. Stephen Vander Klippe taking the lead on this. Dr. Tomlinson will continue to support our Echo program in the short term while we recruit.