

Board Education

Jan McKague-Weishar provided the board education this month. She highlighted the various recruitment efforts underway in both Listowel and Wingham. Her report also noted the following:

- Wingham 9 family medicine physicians in 3 clinics. Listowel 14 physicians in 1 clinic
- Wingham supports 12 591 TOTAL PATIENTS with roster sizes ranging from 650 – 1660 patients. Listowel has 18 320 TOTAL PATIENTS and roster sizes from 500 – 2150 patients
- Wingham has the potential for 4 retirements in the next 5 years impacting 3,600 patients and the need to recruit at least 4 new physicians. Listowel anticipates 6 retirements impacting 9,210 patients resulting in the need to recruit 10 new physicians.
- 25% of Wingham ER shifts are covered by locum and 33% of ER shifts are staffed by locums in Listowel.
- In the last 6 years, we have had 7 physician retirements plus one departure and have recruited 11 new physicians to our area.
- Research and experience have shown:
 - New graduates prefer rosters between 500-1000 patients.
 - Work/Life balance is very important
 - Early exposure to rural medicine is key to influencing future practice plans
 - Physicians often return to communities in which they have trained
 - New grads choose a community based on family or partner relationships
 - Investment in training medical learners may take many years before resulting in permanent practice

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

South West Hospital Operations & Capacity Committee

Leaders from all hospitals across the South West continue to meet twice weekly to coordinate COVID response and ensure sufficient capacity exists to care for patients across the South West. Recent discussions have focused on health human resources shortages. In particular, nursing, physicians and laboratory technician are the three professional groups where current shortages are resulting in the greatest risk of service reduction or closure. Efforts are focused on

preparing plans to address contingency staffing as well as crisis staffing issues. In small hospitals, there is often little distinction between contingency and crisis levels. It is clear that health human resource limitations will be the greatest challenge for the health care system in the months ahead.

COVID-19 Temporary Summer Locum Program

Both hospitals will have access to funding from the COVID-19 Temporary Summer Locum Program for ER shifts from June 1st through September 5th. A total of \$872 per day plus travel expenses is available for shifts not covered by the Emergency Department Locum Program (EDLP). Physician groups at Listowel and Wingham are making decisions about how to best allocate the funding to ensure coverage of all ED shifts through the summer period.

Regional Visiting

The Regional Patient Visiting Committee met May 12, 2022 to discuss a roadmap for reopening. Items that were discussed included vaccine mandate for visiting, the number of visitors per patient and concerns related to some of the issues that hospitals have experienced related to compliance with masking mandates. The committee expect to have a reopening plan finalized for June.

Electronic Medical Record

Integration testing is important work happening this month by the Clinical Informatics Team. Integration testing uses test scripts that reflect typical clinical workflows to confirm that everything is working as it should be. This work is scheduled to take place May 16 -20.

Non-urgent Patient Transport

We continue to have issues with our non-urgent patient transport provider. These issues are impacting relations with EMS, staffing and access and flow throughout the region. Our purchaser, Shelley Reinhardt, is gathering all of the facts related to the issue so that we can plan our next steps to escalate the issue. We are currently working on a new contract for non-urgent patient transport but most of the work will likely fall to this same provider therefore we want to address these issues before we enter into another contract.

Outpatient Social Work

For the last three years LWHA has supported a temporary outpatient social work position. This was first put in place to support mental health revisits in our emergency departments and the role has quickly grown to include other areas of support such as system navigation and counselling. Due to the success of this role and the work this position has been made permanent effective April 1, 2022 and we are pleased to have Katie Fergus officially join our Clinical Services Team.

Cultivating a workplace that nurtures individual and collective potential.

Employee Appreciation and Recognition Events

Over the course of the last few months, we were able to redirect money that would have been historically spent on the Christmas party to several lunch time events including food trucks and taco luncheon. Holding several events throughout the year allows for more frequent staff appreciation events with more staff able to participate and enjoy the treat. We will continue to plan regular staff appreciation events.

Corporate Objectives and Organization Resiliency

While we have tabled corporate objectives for 2022/2023, we are also mindful of the cumulative impact on our organization and its leaders in responding to the cyber event, pandemic and hospital flooding.

Within our communities, everyone has been impacted by changes to work and home routines, loss of the activities and connections that typically provide us with personal joy and now inflationary pressures that are resulting in higher family expenses for staples such as gas and food. The outcome of all of this is manifesting itself in increased patient demands, higher levels of complaints and occasionally inappropriate behavior. We are actively monitoring workload and stresses and will step back from projects and objectives if we feel it is necessary to prevent undue stress and burnout.

Nursing Human Resources Update

We have now met with all four union groups regarding our nursing workforce strategy. The Human Resources Team is preparing letters of understanding to support the newly introduced 11am -11pm shifts. Once this work is finalized, staff will be informed of the scheduling changes and a broader more specific announcement summarizing the changes will be sent out to nursing staff.

Continuous Quality Improvement: LMH Nursing and Physician Communication

The Listowel inpatient nursing team along with the physicians have been working on a quality improvement initiative related to communication. Dr. Suggitt and Mary-Lou Albers worked together to partner on a strategy to address the concerns. Clear and simple guidance documents have been developed that outline expectations for both teams. This is being trialed now and feedback is being collected.

Funding

Just prior to the election writ, both local MPPs confirmed the hospitals will be receiving a 2% increase in operational funding.

The peri-op training funding for Listowel of \$48,000 and for Wingham of \$32,000 is being used by the staff for additional training. This training does take time as one course needs to be completed prior to the next one.

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

Finance

The Wingham and District Hospital entered into a Bankers Acceptance (BA) and Loan Interest Rate Swap agreement Mar 31, 2022 for \$1M with a term of 20.75 years at an indicative all-in rate of 4.28%. As of Oct 30, 2022 when the Royal Bank of Canada mortgage balance of \$2,595,000 comes due it will be incorporated into the borrowing amount for a total of \$3,580,000 with a 20 year amortization and swap term ending on Oct 30, 2042.

The draft 21/22 audited financial statements were reviewed and the audit report presented. Operating results year to date has Listowel running a small surplus of \$232,177 and Wingham a small deficit of \$201,498.

The Finance staff are commended for their diligence and thoroughness in preparing all the reports associated with our regular reporting and audit preparation while recruitment continues for the Financial Reporting Coordinator role.

Listowel Memorial Hospital Foundation

The Listowel Memorial Hospital Foundation's total annual donation to the Hospital for 2021/2022 totaled over \$780,000. Donations this year funded a replacement 'Mammography machine in Diagnostic Imaging' and a 'second Palliative Care room' on first floor. Since inception of the Foundation the Hospital has received over \$12 million dollars of support.

Cultivating partnerships to offer a seamless patient experience.

Fisher Clinic

Recent plans presented for the proposed Fisher Clinic addition were sufficient to allow for more staff and physician engagement in the Clinic design. Staff workflow and patient flow through the building will be assessed by clinic staff in order to provide the architect feedback on their proposal.

Huron Perth Diabetes Program

The Huron Perth Diabetes Program (HPDP) is a community program for people who have a new diagnosis of type 1 and type 2 diabetes, prediabetes or gestational diabetes. There are multiple teams throughout Huron and Perth that offer individual appointments and participate in community outreach events. We are very fortunate to have a team located in Wingham and Listowel seeing both rostered and unrostered patients. In Wingham, the program is run out of

the Family Health Team (FHT) and in Listowel the program has been run out of the Hospital. With a notice of retirement within the Listowel Diabetes Team the Hospital, the FHT and HPDP met to review the program and discuss the best location for the program moving forward. A joint decision was made to move the program under FHT programming as it is naturally aligned with primary care. This change will take place over the summer and there will be no impact to the care that patients are receiving.

New Executive Director

The North Perth North Huron Family Health Team has a new Executive Director, Robin Spence-Haffner. She started in her new role at the beginning of May and Justine had the opportunity to meet with her to introduce the Alliance.

Local COVID-19 Activity

The Huron and Perth communities have had several recent Long-Term Care (LTC) and Retirement home (RH) outbreaks. When these homes are in outbreak they are unable to accept admissions from the community and from hospitals which has a significant impact on patient flow. Our teams continue to monitor these outbreaks and work with our partners at Home and Community Care to support discharges to LTC and RH.

R-SOC (R-SOC – Regional Security Office Center)

LWHA has been chosen to participate in the proof of concept for the EDR (Endpoint Detection and Response) that the R-SOC is implementing. This means we will work with the RSOC team at LHSC to have our McAfee anti-virus alerts sent through to their managed helpdesk/monitoring team. We will have 24x7 day a week monitoring of our anti-virus alerts. If an alert is identified by the RSOC as being high risk, they will engage our IT team for remediation. This project will start on May 30th and be funded by the RSOC.

Information Technology Projects:

- **Microsoft 365 Licensing:** Purchased six Microsoft 365 E3 licenses to start to explore the product at the Enterprise level.
- **Online Appointment Booking:** Online Appointment Booking has successfully been implemented for the Royal Oaks lab bookings. We have seen approximately 28 online bookings thus far.