

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

**South West Hospital Operations & Capacity Committee**

Hospitals were required to submit written plans to Ontario Health outlining any anticipated service reductions or closures over the course of the summer. In addition, the reports also required details on how hospitals were working together to mitigate the impact to patients if closures occurred. Of greater concern to most hospital leaders are the unanticipated closures resulting from staff and physician shortages. Ontario Health was also looking for details of how these closures would be handled.

One of the benefits of the pandemic has been the level of cooperation by hospitals across the entire South West and that greatly eased the task of reporting to Ontario Health. We already have decent processes in place for traditional summer slowdowns in clinical services such as OR. Short notice closures as a result of staffing shortages, have been much more difficult to respond to and communicate with all stakeholders.

**CT and MRI Services**

Since no announcement on MRI funding was received prior to the election, there is some doubt about the government's intention and the timing for approval. In the absence of any provincial feedback on the MRI, a preliminary space assessment was completed for CT in Wingham.

**Masking and Screening**

While the province has lifted most mask mandates, including in hospital, LWHA has extended the requirement for staff, patients and visitors to wear a mask for the foreseeable future. We will also continue active screening at the public entrances despite funding uncertainty beyond June 30th. This is consistent with the approach taken by all hospitals in the South West.

**Frail Seniors Strategy**

There are a number of provincially funded programs that are administered from London through either St. Josephs Health Centre, London Health Sciences or Home and Community Care. Our patients have not always benefited from these programs as they tend to become consumed with the critical mass of patients in London and may not travel to serve the more distant locations in the South West. We are currently negotiating to secure funding locally to support geriatric and frail seniors care in Huron and Perth.

**Continuous Quality Improvement: WDH Oncology Program**

The Oncology department has implemented a post follow up phone call for all new patients

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within 2 days after their first treatment. There is a lot of information shared with the patient and support person during their initial visit which can be overwhelming. Patients are informed about the follow up call at their visit and are encouraged to write down any questions that they may think of so they can be answered by the team when they call. The feedback has been very positive and patients are feeling supported knowing that they have this resource available. Common topics discussed during these follow ups include symptom management, appetite, post chemo medications, next appointment and anything else the patient or support person wishes to discuss.

### **Listowel Complex Continue – Temporary Bed Closures**

Our nursing resources have hit a critical point at the Listowel Site. We made the decision to approve vacation this summer because we felt strongly that our staff needed this earned time off. Vacation approval and current temporary vacancies combined with other medical leaves have put us in a position where we cannot fill all shifts over the summer. In an effort to support our staff and our patients we have made the very difficult decision to temporarily close 5 CCC beds in Listowel. We expect this to be in place until September.

### **Trauma Education**

LWHA will be hosting two Rural Trauma Team Development course days this fall. There will be one 8-hour day hosted per site. The course is designed to enhance the development of rural trauma teams, and highlights a team approach that addresses the common problems in the initial assessment, and stabilization of injured patients. The course is delivered by a London Health Sciences Centre trauma team, on site, using our own equipment.

### **Listowel Obstetrics Department Staffing**

Staffing remains extremely challenging in the Obstetrics Department. We have a number of maternity leaves taking place and we have been unsuccessful in finding skilled obstetrical nurses to replace these vacancies. To ensure that we have a safe practice environment for our team and our patients we will be proceeding with planned department closures over the summer. This information will be shared with patients so that all necessary plans can be put in place.

### **Renovations**

Stage 3 of the WDH X-ray renovations are just being completed. The waiting room, hallway and office will be next and will be scheduled to minimize patient care impact. The window replacement project is near completion as remaining windows will be installed as patient rooms are available. The wood door replacement project including over 175 doors is expected to be complete in the next 1-2 weeks.

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At LMH, renovations to 2 offices in the admin space are complete. A third office has been patched and painting is underway. Planning is underway to convert the 2<sup>nd</sup> floor conference room into 2 offices and a storage space which will require relocation of some equipment and the staff isolation break room.

### **IV Pump Project**

The team is in the initial stages of the IV Pump Project providing input to the Regional RFP evaluation process. The new mammography equipment at LMH is installed and is awaiting final sign off. This fiscal year we are planning to add contrast enhanced mammography and stereotactic biopsy. The ED volumes are currently higher than pre-pandemic volumes along with increased acuity. Operating Room activity is back to 100%. The Listowel OR summer slowdown scheduled for July 25-29. Wingham is on target for Physio Episode of Care now that there are well established contracts with partnering hospitals.

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

### **Hospital Leadership**

Laura Jewitt, the Manager of Information Technology and Registration recently resigned. Organizational structure and leadership portfolios are being reviewed to ensure we have a balanced scope of responsibilities for our leaders. Succession planning is a key consideration in this work.

### **Nursing Health Human Resources (HHR) Update**

Kick off meetings for our nursing workforce strategy will be taking place at both sites during the month of June. These committees will be comprised of frontline nursing staff, finance, human resources and management. The initial work of these committees will include the development of workload data reports, redefining the float nurse role and working through any initial questions or concerns that our staff have regarding the upcoming changes.

### **Quality Team Meetings – Summer Break**

A number of departments have chosen to put their quality team meetings on hold for the summer due to vacation and workload related to staffing. Managers will put plans in place to ensure that quality focused work continues and are prepared to host a meeting should anything arise needing that level of support.

### **Negative Pressure Rooms**

The engineering Negative Pressure Rooms options are under review to understand design requirements to meet the CSA standards.

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

### **LMH Parking**

Paid parking has been resumed at Listowel. The fee is \$2 upon exit.

### **Hospital Infrastructure Renewal**

The Hospital Infrastructure Renewal (HIRF) preliminary funding allocations were provided. These are subject to annual appropriation by the Legislative Assembly of Ontario. An additional business case was submitted requesting a further \$398,699 for the gap in generator funding provided in 20/21 and the higher quoted price driven by supply chain shortages. A request was submitted for the updated HVAC in Listowel in the amount of \$863,683. Both of these submissions have been reviewed by Ontario Health and submitted to the Ministry for further review. The final decision is not expected until the fall.

### **Cyber Security**

LWHA is participating in the proof of concept for the EDR (Endpoint Detection and Response) that the Regional Security Office Center (RSOC) is implementing. Once installed LWHA will work with the RSOC team at LHSC to have our McAfee anti-virus alerts sent through to their managed helpdesk/monitoring team. This will provide 24x7 day a week monitoring of LWHA anti-virus alerts. RSOC will be able to identify high risk alerts and engage LWHA IT team for remediation.

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

### **Diagnostic Imaging Repository**

Most diagnostic images captured at hospitals are sent to a Diagnostic Imaging Repository. This allows the images to be seen and utilized outside the organization that captured the image. The three repositories in Ontario are being consolidated into a single legal entity which should eventually result in a single point of access for all diagnostic images in Ontario.

### **Homelessness**

More recently, we have had to deal with individuals loitering on hospital property and in some cases overnighting on hospital grounds. The hospitals are private property and we have the right to ask anyone who is not seeking health care or other hospital services to leave. Some of the behaviours are disturbing and have raised safety concerns among staff. The local OPP have been very supportive and will respond if we want someone to move on. North Perth has



created a homeless task force that is working to address some of the issues in the community.

### **Patient Partner Council**

The council continues to meet monthly and the current priority is patient feedback. The council is redesigning our patient surveys using the new Declaration of Patient Care as a guide. This work will continue over the summer with a go-live for the fall.

### **Huron Perth Summer Planning**

The Chief Nursing Executives in Huron and Perth met in early June to review and discuss summer scheduling and staffing pressures from a regional lens. Every site is dealing with serious human resource shortages. This information will be shared with a boarder Huron Perth leadership group, including CEOs and Chiefs of Staff, for further discussion and decision making.

### **One Chart**

The One Chart Regional Hospitals HIS Ops Committee is continuing with the due diligence to prepare a firm estimate for Phase Two, Wave One with a launch date of April 2023.