

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

Emergency Room Services

While hospitals within the South West continue to work together on emergency department strategies, there has been little progress in the last month. Further closures in Chesley and Durham have increased the urgency of this work for South Bruce Grey Health Centre.

Ontario Health

Within a period of 5 business days, Ontario Health recently issued a number of documents, operational directives and requests for information.

- Provincial Medical Imaging Landscape study
- Bed Capacity Monitoring dashboard
- Implement 'Red' level Infection Prevention and Control (IPAC) guidance
- Implement Contingency Based Staffing
- Issued Ontario Health West Region Adult Repatriation and Interfacility Transfer Agreement
- Operational Direction for Fall/Winter surge
- Fall/Winter Surge Preparedness and Pediatric Capacity
- Operational Direction on Emergency Department Staffing Surge Planning
- Operational Direction – Additional Preparation for Major Pediatric Surge

All of these documents are operational in nature with little meaningful impact on the ability of the system to respond to the current surge in pediatric patients. LWHA is expected to surge up to 120% of normal acute capacity if required to support system pressures.

Pediatric admissions currently far exceed the pediatric capacity in the province of Ontario. While some additional capacity has been created, the lack of pediatric bed availability in system will result in our hospitals caring for pediatric patients that might have otherwise been transferred out.

Ethics Consultations

Healthcare best practices and Accreditation Canada require hospitals to have ethical decision-making frameworks and access to ethics consultations. Dr. Robert Butcher, our current ethicist recently proposed a new contract which substantially increased the cost of this service. We are currently investigating options and have identified the Health Ethics Alliance of Sunnybrook Hospital as an alternative.

Regional Access and Flow

Provincial hospitals have been overwhelmed with pediatric patients and this is expected to persist into the Winter. All hospitals will have a role in supporting this surge. At this time, we are preparing for increased volumes both in our inpatient and emergency departments. In

situations where we have capacity, we will also be asked to support regional hospitals with load leveling or taking patients from a hospital which is over capacity. Hospitals in Huron and Perth and throughout the Southwest are working together to support patients and families in our communities.

Health and Safety / Emergency Response:

North Perth Fire Department has confirmed that the Listowel site was successful in their second vulnerable occupancy evacuation which took place earlier this month. Wingham's successful exercise took place November 17th. These exercises are legislated requirements and we do recognize they can contribute to added pressures and angst amongst staff, however, everyone involved did an amazing job responding to the mock evacuation. In an effort to enhance all staff's learning of an evacuation, the exercise was recorded to share with all staff and will be incorporated into our corporate orientation for new hires.

In an effort to ensure staff stay current on various code responses within the hospital, a schedule has been drafted for the year to highlight one code per month and implement mock code exercises where applicable.

Managers recently completed supervisor competency training as well as training for the updated manager inspection tools. Managers are required to assess their departmental and workplace violence hazards as well as the control measures in place prior to the end of the calendar year.

Occupational Health:

The annual flu shot campaign is currently underway with vaccines being available to all staff through Occupational Health. Staff continue to demonstrate their commitment to quality patient care with positive uptake for the annual flu shot.

The Mental Health QIP (Quality Improvement Program) committee is beginning the work towards our goal of fostering a mentally well and supportive workplace. The Mental Health QIP committee's work involves developing formal and informal supports and resources that will be built into our organization. We are working on how to give staff the supports they need for where they are in their mental health in this particular time in their life.

Renovations

The 3rd stage of the X-ray renovations is complete in Wingham. The office area is complete except for the desks and furniture. Once this work is done and office moves complete, the temporary wall will be removed and the waiting area renovations started. The update to the 22/23 round of windows continues with 2 more patient rooms to be completed before the end of November weather permitting. The wood door replacement project is complete. The staff change room renovations will start in early January.

The 2nd floor conference room renovation is complete in Listowel. The 2 offices and a storage space are now in use. The room 223 public washroom will be changed back to a patient room

washroom as part of the 1st and 2nd floor clean room renovations.

Pharmacy

The vendors have been identified for the LWHA IV Project following the RFP finalized scoring and sites have been asked to submit their expected volume usage. Implementation is still not expected by Mar 31/23; however, we may still be able to meet a Mar 31/23 purchase for capital.

The Pharmacy team completed the automated packager replacement at the Wingham site. Wingham packages the majority of our oral tablets and capsules and supplies to our Listowel site.

Cultivating a workplace that nurtures individual and collective potential.

Corporate Financial Officer (CFO)

Preliminary interviews have taken place for the CFO position at LWHA.

Collaborative Benefits (Ontario Hospital Association Benefit Plan)

We believe all hospitals in the Southwest have committed to participating in the shared benefits Request for Proposal.

Collective Bargaining

The current contract with ONA represented nurses ends on March 31, 2023. Preparations for negotiations are occurring earlier than in previous rounds. The Ontario Hospital Association will lead the negotiation on behalf of participating Ontario hospitals. The impact of Bill 124 on health care compensation for the last 3 years is a key consideration.

A recent arbitration award confirmed the moderation periods, which begin the Bill 124 1% wage increase limitation, as follows:

- SEIU – September 29, 2021
- CUPE – January 1, 2022

SEIU represents service and RPN staff in Listowel. CUPE represents service and clerical staff in Wingham.

Rural Family Medicine Residency

Dr. Derek Gateman has been actively advocating with both University and Ontario Health representatives for a local family residency program. The province is expanding the number of medical school and residency spots over the next five years and as the medical school numbers increase, it will be imperative that the province and the collective group of medical schools increase training opportunities for family medicine. It is well established that students and post-graduates will often return to their previous training locations to practice medicine upon graduation.

Health Human Resources Update

We have been fortunate to have new staff join our Alliance this fall and recruitment remains priority as we continue to struggle with a number of long-term medical leaves. The human resources and clinical teams are working closely together to ensure that staff return to work as soon as they are able with additional supports where needed.

Recruitment:

In the month of October members of the Human Resources team including our Physician Recruiter visited the FE Madill high-school careers class to highlight the various careers within Healthcare. Students were very engaged and asked many insightful questions.

As a recruitment strategy to continue to increase the awareness and interest in the various roles within health care, we are pleased to announce that we are expanding the “take your kid to work day /student job shadow” opportunity to all students of staff who would like to take part in a healthcare job shadow experience outside of the dedicated grade 9 program through the high-schools.

Kevin Hogg, Manager of Information Technology has joined the Leadership Team.

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

Hospital Infrastructure Renewal Funding

Infrastructure funding for 2022/2023 was recently announced. We will have until March 31, 2023 to invest this money in our facilities.

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| Listowel | - \$222,827 – annual grant |
| | - \$863,683 – special circumstances grant – Heating, Ventilation and Air Conditioning |
| Wingham | - \$276,186 – annual grant |
| | - \$398,600 – special circumstances grant – generator replacement |

Wingham has deferred the generator replacement project. The quoted costs continued to rise beyond the approved and supported funding. We are hopeful that this project can be resurrected once construction and supply chain inflationary pressures subside.

Hospital Services Accountability Agreement

Budget submissions are due by December 2, 2022 and Ontario Health has just recently provided a revenue assumption for the submissions. Small hospitals can assume a 2% revenue increase and medium and large hospitals 1%. Prior to receiving the assumption, hospitals were anticipating deficit budgets ranging up to 5% of funding. Current inflationary pressures and unusual expenditure patterns during the pandemic have added to the uncertainty of the budgeting process. While we created and monitored budgets for our hospitals, the lack of formal budget submissions to Ontario Health has also created a knowledge gap at a system



level.

Fisher Clinic Expansion

The Listowel Memorial Hospital Foundation has secured a donation of \$ 610,000 for the furniture, fixtures, equipment and technology in the Fisher Clinic expansion. This donation is in addition to a previous donation of \$900,000 for the project. Dates have been set for preliminary negotiations with tenants. A proposal from architects for their services was received in November.

Wingham CT

A small project team has been created to begin the detailed planning work required to bring a CT service to Wingham. We are hopeful to be ready to participate in the Mohawk/Medbuy Request For Proposal process in the summer of 2023.

Compensation

The annual Pay Equity Maintenance Process is currently underway for CUPE and Non-union employees. Maintenance review forms are due for submission by the end of December 2022 for positions that have had substantial changes in skill, effort, responsibility or working conditions

Benefits

The OHA recently released a revised participation agreement for the Collaborative Benefits Plan. The amended agreement provides clarity regarding the ability for hospitals to withdraw from participating in the Collaborative Benefit plan following the results of the RFP should the hospital not determine there is relevant value to transition to the new plan. With the release of this information, we believe that all hospitals within the current southwest shared benefit group will be moving forward with the participation agreement.

Employee Family Assistance Program (EFAP)

Homewood Health has released the second quarter utilization rates. Listowel's experience is 16 cases which is trending at higher utilization rates than the same time period of the previous year with this year's second quarter utilization exceeding last year's total. Wingham's utilization trends are decreasing from for the same time period in the previous year as well as trending lower than the overall utilization for the previous year with 8 cases. Utilization for both hospitals show a wide range of clinical, coaching and online services.

Cultivating partnerships to offer a seamless patient experience.

Huron Perth and Area Ontario Health Team (HP & A OHT) – Joint Accreditation

We are not optimistic that discussions with Accreditation Canada and the HP & A OHT will result in an accreditation approach that is acceptable to LWHA. If we cannot arrive at an agreement, LWHA will revert to the typical survey schedule with the next expected survey in late 2025.

ONE Number

For well over a decade, hospitals in the South West have had access to the ONE Number service which facilitated connections between regional hospital physicians and specialty services at secondary and tertiary hospitals. London Health Sciences Centre recently announced an abrupt end to the service without a viable alternative. As a result of discussions and negotiations, LHSC has delayed the stoppage while regional hospital plead to save the service or have an alternative in place.

Healthcare Material Management Services (HMMS)

HMMS is a joint venture between LHSC and St. Joseph's Health Care (SJHC) in London providing warehousing and supplies to hospitals in southwestern Ontario. LHSC recently provided SJHC with notice that they do not intend to renew the joint venture agreement beyond the current term ending March 31, 2023. While we are not currently worried about this interrupting our supply chain, it will undoubtedly result in longer term changes to how hospitals in southwestern Ontario source supplies.

Nuclear Waste Management Organization

We have been approached by the Nuclear Waste Management Organization currently investigating the viability of a nuclear waste storage facility near Teeswater. As part of their due diligence, they are reviewing the community health programs and infrastructure. We believe that our physical infrastructure can manage the increase in volumes resulting from the growth in population. The greater challenge is having sufficient physician, nursing allied health and support staff to care for the projected increased number of residents.

Huron Perth Seniors Mental Health

LWHA has engaged Huron Perth Seniors Mental Health in an effort to understand how they are supporting inpatient care and discharge planning throughout our Alliance. There is certainly an opportunity to refresh and educate our teams on the services available and how to access them. Education sessions for our staff will be planned for the New Year.

Outpatient Quality Improvement Initiative – Phones for Health

Our outpatient social work program is leading an initiative that will supply vulnerable people with a smartphone to access virtual health and wellbeing supports. Patients will be provided with one phone through this program. The phones will not have a plan associated with them, however smartphones can access free Wi-Fi in various community spaces, which helps patients navigate and connect to health and community support services. Having a phone, more specifically a smartphone has become essential in accessing services in the community since the pandemic. Although many programs have returned to in person appointments, there are still many programs that remain virtual. The cellphone donation program aims to support vulnerable populations such a low-income individuals and people experiencing homelessness. Used, donated cell phones are being collected for this project. Our IT team is supporting the technical aspects of this work to ensure that all phones are “wiped” clean of all personal information.



Fit to Sit – Partnering with Huron and Perth EMS

Our ED teams are working in partnership with Huron and Perth EMS to implement a Fit to Sit program. This allows EMS, in partnership with staff, to decide if patients arriving via ambulance are fit to wait for care in the waiting room, be transferred directly into a room or have EMS wait with the patient until a room becomes available. The goal of this work is to ensure that the sickest patients receive care at the right time while alleviating unnecessary off load delays for EMS.

ED Volumes – Partnering with the North Perth North Huron Family Health Team (NPNHFHT)

We have seen an increase in patient volumes in both of our ED's. Listowel's increase has been significant with patient visits averaging 50+ a day. We have been working with our partners at the NPNHFHT to assess potential solutions to support ED overflow in Listowel. We are seeing several visits a day that would be appropriate for primary care but due to limited resources and many unrostered patients living in our area the emergency department is the only option for many. The NPNHFHT felt that additional Nurse Practitioner (NP) hours could benefit both the clinic and the hospital. A small project team is working on a plan to trial an NP ED overflow clinic, in Listowel, for patients seeking care for low acuity issues like ear infections, coughs and colds. The project team is working to finalize details with a goal of starting this by the end of November.

Recognition:

There is a total of 45 staff members between both sites receiving service recognition awards. The combined years of service being recognized is 485 years. There is a total of 5 staff members being recognized for greater than 20 years of service and 1 staff member for 45 years.

One Chart

The Hospital Board approved proceeding with the One Chart Phase II Wave 1 project.

Information Technology

The 3M Coding project has kicked off and is currently completing IT technical work to better understand the current set up of the regional sites' interfaces. Implementation is expected to be complete in the first quarter of fiscal 23/24.