



Board of Directors

Highlights

January 2023

Enriching life's journey together.

Board Business:

Board Education:

Dr. Yale Erenberg provided the board with an interesting presentation on the differences between various diagnostic imaging modalities. This is of particular interest following the recent MRI funding announcement for Wingham.

Capital Budgets

The LWHA Board approved capital budgets totaling \$1,413,314 in Listowel and \$1,468,974 in Wingham.

Draft Operating Budgets

Draft operating budgets are due to Ontario Health by January 31st. These budgets are being submitted using conservative assumptions for inflation and minor staffing changes. While both budgets have deficits, final funding numbers have not been received from Ontario Health and we are early in the analysis and negotiation phase of the process. Our results are in line with what other hospitals are experiencing and submitting. Further budget work will be necessary following feedback from Ontario Health in order to have a new funding agreement in place by March 31st, 2023.

Fisher Clinic Design

Approval was granted to contract with WalterFedy Architects for the design work to expand the Fisher Family Primary Care Centre in Listowel.

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

CTAS Training

The Canadian Triage and Acuity Scale (CTAS) is a tool used both nationally and internationally to allow emergency departments and their staff to prioritize patient care requirements. CTAS training is a formal certification that is a requirement for all Emergency Department Nursing staff at LWHA. Where possible, we try to organize training on site and offer our staff opportunities to become CTAS trainers. We currently have a vacancy for a CTAS trainer in Wingham and are actively recruiting for the role.

Patient Survey

This year Patient Partner Council wanted to ensure we had strong processes in place to hear from our patients, including clear pathways for using that feedback to make improvements. One major initiative being led by the council is a patient survey project. There has been a significant amount of work completed by staff and quality teams to create patient surveys and set targets for each department. As of December 1st, these surveys are now available for patients. Surveys can be completed on paper or electronically through our website and social platforms. Our organization has set a target of 98 survey responses per month.

Shift to Shift Report - LMH Quality Improvement Initiative

Nursing report is an important part of the beginning and end of every shift. Our Listowel inpatient teams are undertaking a quality improvement initiative with an aim of decreasing the amount of time taken to complete shift to shift report. This project is being co-led by the Inpatient Clinical Nurse Leads Kendra Breen and Jenn Henry.

Emergency Room Services

Unfortunately, we continue to experience the occasional risk of having to close our ER departments. Staff and physicians have been consistently going above and beyond to fill gaps in the schedules. The risk of closure continues to be related to nursing, laboratory and physician resources. Local physicians have clearly stated the value of the Temporary Summer Locum Program funding, currently available until March 31, 2023, in keeping local ERs staffed with physicians.

MRI Approval and CT Project

It was great news for the Wingham and District Hospital to receive funding approval for an MRI. The Ministry of Health will provide \$800,800 in base annual operating funds to support 2080 hours of MRI services. The funding will flow based on hours in operation once the MRI is installed and running. Unlike MRI, the funding for CT operations must be identified locally within the hospital's annual funding allocation from Ontario Health. The combined capital costs to purchase equipment and outfit space for both pieces of equipment approaches \$6.5 million. A meeting is planned shortly with neighbouring hospitals that also received funding announcements to better understand approach, capacity, timing, staffing etc.

Health and Safety / Emergency Response:

The Ministry of Labour (MOL) was onsite in Wingham December 14th in follow-up to the recent COVID-19 outbreak on the Inpatient unit. The inspector completed a tour of the hospital with representatives from the Leadership team and a Joint Health and Safety employee representative. The focus was to ensure appropriate measures and procedures are in place to

protect employees to address current hazards in the workplace.

While onsite, the MOL inspector also conducted a review of practices and workplace incidents related to occupational dermatitis which is a new initiative underway by the MOL. The focus was directed towards education, hand hygiene practices and recent cases of skin dermatitis. There continue to be no recent cases of dermatitis to report.

The Ministry of Labour inspector was satisfied with the safety measures in place and there were no further actions required.

Mammography

The new mammography equipment at LMH is installed and is awaiting final sign off after the contrast enhanced mammography education scheduled for the week of January 30th.

Cultivating a workplace that nurtures individual and collective potential.

Clinical Informatics: Orientation

Our teams are committed to ensuring our new staff are receiving a robust orientation including orientation to our electronic health record. This part of our orientation program is currently being evaluated, specifically for nursing and registration staff. A number of supportive changes being considered include an increase in orientation hours, at the elbow support, auditing and linking with external support.

Clinical Extern Program and Funding

The Government has released a significant amount of funding for hospitals to implement clinical extern programs and we are going to take advantage of this opportunity. This funding includes dollars for staffing and separate funding for nursing clinical leadership of the program. We plan to implement this program ASAP with a focus on hiring RN and RPN students. The specifics of what this role will look like are yet to be defined. We believe this program will enable us to support our front-line nursing staff as well as serve as part of our nursing recruitment strategy moving forward. The clinical leadership funding will allow us to hire an additional clinical manager, therefore, our team is completing an assessment of portfolios and when this completed a job will be posted. We also hope to have nursing student extern postings up within the next few weeks.

Recognition: Winter Storm

Significant recognition is due to all of the staff who went above and beyond to ensure the hospitals were staffed during the Christmas blizzard. Many staff came in early, stayed late or

slept at the hospital to ensure we had adequate staffing to care for patients.

Physician Recruitment Committees

Each physician recruitment committee has municipal membership as a result of the significant municipal contributions to the recruitment effort. Following municipal elections that took place in the fall, municipalities have appointed new members to the recruitment committees. Recent meetings of each committee focused on establishing a base of understanding of the importance of physician recruitment efforts and the work underway in this area. The next meeting will focus on the details of the recruitment strategy and how municipal partners can further assist with the task.

Recruitment:

In an effort to continue to enhance our external recruitment process, we have refreshed our careers website to categorize by positions and site for ease of candidates searching for specific opportunities. We have also included a document which outlines the careers within the alliance as well as educational requirements for reference to promote the various positions we have to offer within our local communities. Internal job postings have transitioned to the website which provides existing staff the ability to access opportunities from outside the organization.

In the calendar year of 2022 between Listowel and Wingham, there were a total 268 positions posted, 108 leave of absences, 78 new hires and 82 resignations (includes retirements, terminations and 48 casual employees)

Pandemic Prevention and Containment Costs

One-time Pandemic Prevention and Containment Costs, which are intended to offset a portion of ongoing pandemic-related operating expenses for Q2-Q4 have been received, Listowel \$164,000 and Wingham \$144,200.

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

Fisher Clinic Expansion

Preliminary discussions have occurred with the North Perth North Huron Family Health Team and the Listowel physicians regarding lease terms and arrangements for the expanded clinic. Negotiations with Walter Fedy, Architects are being finalized and we are prepared to sign a contract now that Board approval is in place to proceed with detailed design.

Ontario Budget Advocacy

The Ontario Hospital Association has developed key messages as part of their Ontario Budget

Advocacy strategy that include:

- The role of hospitals in tackling the pandemic on multiple fronts
- Health human resources shortages and staffing concerns
- Hospitals seeking to be kept financially whole
- Stabilize hospital services and address the backlog of care for a growing and aging population
- Address inflationary pressures (Ontario 6.4% November 2022)
- Expenses related to the ongoing impact of COVID – PPE, cleaning, infection control protocols

Ontario Independent Health Facility Announcement

The Ontario government has announced the expansion of the use of independent health facilities to perform elective, low risk, medically stable and minimally invasive procedures. They could include hip replacements and cataract procedures. They have indicated that Alberta has 17% of its surgical volume in similar centres vs. 3% in Ontario. The Ontario Hospital Association is analyzing this announcement closely. Hospitals have already expressed concern about:

- impact on scarce health human resources
- integration of information and patient flow with the rest of the system
- possibility of ‘private’ health facilities taking on the high volume, high margin procedures and leaving complicated procedures for hospitals.
- loss of coverage of specialists in hospital to respond to emergency cases

Sarah Avenue Renovations

The Out Patient building is 30 years old and requires a refresh to accommodate decanting from the hospital to allow for the HVAC project and Fisher to accommodate the addition. This project will include new doors, flooring, windows and lighting along with an accessible bathroom. The preferred vendor has quoted \$184,320 with a 12 week timeline which was approved.

Operating Financial Results

The YTD December 22/23 Operating results has Listowel with a surplus of \$126,575. This result is primarily driven by patient revenue and one-time payments over budgeted, and increased supply expenses. Wingham has a YTD surplus of \$22,134. This is primarily driven by increased revenue from One-Time Payments, OHIP and Professional & Technical Fees, and Recovery revenue.

Cultivating partnerships to offer a seamless patient experience.

Wingham Oncology Department – Contract with London Regional Cancer Program (LRCP)

In late November we had our annual meeting with LRCP to review our contract which proved to be disappointing. The projected annual referral numbers fell below previous targets and that of a 5 day a week program. We asked for a subsequent meeting with the President of LRCP to review our concerns and were relieved to hear that LRCP will be undergoing a third-party review to better understand how they can strengthen their program both in and outside of London. In conjunction with this work, we will be meeting with Grand River's oncology program to understand if there is any way we can provide support for their S1 treatments.

Emergency Medical Services

Recent discussions between Huron Perth Hospitals and Emergency Medical Services (EMS) focused on how EMS can best support hospitals during times of emergency department closures. The possibility of creating an agreement to address how EMS responds in the case of hospital overcapacity was also discussed. Local EMS services remain concerned about off-load delays experienced by local EMS services when taking patients to urban hospitals. These delays impact service locally in Huron and Perth. Thankfully, off-load delays remain infrequent in Huron and Perth. There also remain some legislative and regulatory barriers to implementing some required changes to the EMS system in Ontario.

Hospital Auxiliaries

At a recent LMH Hospital Auxiliary meeting, the members decided to provide over \$20,000 to fund the purchase of a fetal heart monitor, trauma stretcher and laparoscopic grasper. Next year they plan to raise funds to purchase a bariatric bed.

The WDH Hospital Auxiliary had a busy season leading up to Christmas in the hospital gift shop. They are taking a winter break and will reopen the gift shop in the spring when they have more members available. They will take the opportunity to review the hospital capital equipment list at their upcoming January meeting.

Both Auxiliaries would enthusiastically welcome anyone interested in joining.