

Enriching life's journey together.

Audit Reports

Paul Seebach, our auditor presented the audited financial statements to the Board. Both corporations have substantial deficits as a result of the retroactive accounting for the impact of Bill 124. Listowel recorded a \$677,230 deficit from operations, while Wingham's deficit is \$801,055. These amounts are substantial and the Board's primary concern is whether the amounts related to Bill 124 will be funded by the government.

CT Approval

The LWHA Board of Directors approved proceeding with a project plan to acquire a CT Scanner for the Wingham and District Hospital.

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

Cultivating Quality Care with The Support of Front-line Nursing Leadership

PNL's are nurses employed by LWHA who are hired into these roles and are given 8 hours a month (nurses are replaced for this time) to work through and support a number of initiatives like education, hands on support, etc. A number of nurses have come forward and taken on a PNL role in different speciality areas. Topics to be addressed in the year ahead include wound care supplies and stock, medical assistance in dying process improvements, refreshing staff on equipment used for cardiac care and focusing on our palliative program.

Laboratory Staffing

The Canadian health system is experiencing an acute lack of Medical Laboratory Technologists (MLTs). We currently have 5 vacancies amongst a staffing group that would have 5 individuals scheduled across our two sites on any given day. This staffing crisis would have resulted in ER closures at both sites for extended periods of time. To address this, we have switched our laboratory staffing model to utilize more Medical Laboratory Assistants (MLAs). New duties and schedules have been adopted by our existing MLAs and MLTs. A lot of effort has been invested in recent weeks to hire, train and orient additional Medical Laboratory Assistants into our organization. This work has been undertaken while the Manager of this area is on leave. The transition to this new model has not always been smooth. It has been implemented very quickly and there were gaps in communication. Despite these challenges, this change was the best course of action to ensure we can continue to provide laboratory services at LWHA.

CT Services

Diagnostic Imaging staff were excited to hear about the Board's recent direction to proceed with the implementation of a CT service in Wingham. A CT champion role has been filled by Jaide Campbell and Wingham DI staff are considering patient and staff workflow if the preferred location for CT remains the current ultrasound space in Wingham. The next opportunity to participate in a CT capital purchase with Mohawk Medbuy is August 2023. We have a lot of work to do in order to be ready to participate in that round of purchasing.

Ontario Health

Ontario Health met with all Hospitals in the South West recently and outlined expectations for collaboration among hospitals faced with staffing pressures and ER closures. They acknowledged that there will be ER closures this summer and are expecting adjacent hospitals to work together to ensure patients have access to an open ER with 30 minutes travel time if at all possible. LWHA has a tracking mechanism in place that monitors physician, nursing and lab vacancies that may result in closure. All hospital CEOs and CNEs of South West hospitals continue to meet weekly and clinical service reductions or closures are addressed at that table.

Cultivating a workplace that nurtures individual and collective potential.


Health and Safety / Emergency Response:

Mock code brown (Hazardous Material Spill) exercises are planned with the Environmental Services (EVS) and maintenance staff this month. For the Wingham EVS and maintenance staff the training will also include half-face respirator fit testing to ensure staff are prepared in the event of a chemotherapy spill

In compliance with the Occupational Health and Safety Act, LWHA has an obligation to identify hazards and implement controls to mitigate harm to employees. As such, Managers are required complete their bi-annual inspection of department(s) to ensure there are no new or unidentified hazards and ensure controls are in place and safe practices are being followed by May 31, 2023.

Occupational Health:

The Mental Health committee recently participated in presentations from vendors specializing in resiliency and self-care resources for staff. The committee voted unanimously on the preferred vendor. We are currently working with Purchasing regarding the procurement requirements in order to move forward with the next phase of the project. The training related



psychological health and safety is still being finalized, however, we anticipate this training will be from a provider that specializes in mental health best practices in the workplace such as The Canadian Centre for Occupational Health and Safety or The Canadian Mental Health Association.

Recognition

May 8-12 was National Nursing Week. We celebrated across the Alliance by hosting a food truck lunch at each site and a fun “nurse most likely to” contest. We are so grateful to work with this group of RNs and RPNs who are dedicated and go above and beyond to support our patients and communities.

Clinical Nurse Extern Update

The clinical nurse externs have arrived! We are very excited the nursing externs are here and are working in our clinical departments. Feedback has only been positive, staff have been very welcoming and the externs have already proven to be extremely helpful. There is a small team supporting this program and working through any questions or feedback that needs addressed. Externs are meeting with their leader regularly to ensure that they are also feeling supported and having a positive experience.

Nursing Scheduling Update

Summer schedules have been finalized. Wingham’s schedule runs until mid-July and Listowel’s runs until September. Wingham is experiencing a significant amount of long-term leaves and this is impacting our schedules. Wingham currently has 23% of its RN staff on leave and Listowel has 14%. These leaves are a combination of parental leaves and sick leaves. We anticipate the return of two Wingham full-time ED RNs before the end of the summer. There are a number of vacancies that Christine Reyes, WDH ED Manager, and the ED team are working through. Next steps include overtime, checking with casual staff and reassigning multi-unit staff. Once these steps have been exhausted we will review risk of closure. On a very optimistic note, Chris, has hired 5 full-time RNs and 2 part-time RNs who are starting with us in May and June – some of these lines have been vacant since last summer.

Collaborative Benefits

The joint venture between the Ontario Hospital Association and HIROC that was formed to create a province wide group benefit plan for hospitals is named “Healthcare Collaborative Benefits Inc”. Collaborative Benefits has taken the groups plans to market for the Ontario hospitals that agreed to participate. We expect to see results from this proposal before the end of the summer.

Bill 124

The recent arbitration awards that addressed re-opener clauses in collective agreements as a result of Bill 124 have had significant implications for Ontario Hospitals. Finance and human resources staff have undertaken the work to adjust wage rates and calculate retroactive payments for arbitrated awards. Our auditors and finance staff have been actively engaged in discussions and decision-making regarding the financial implications for unsettled re-opener negotiations and non-union staff.

Ontario Hospitals have agreed to report the implications of Bill 124 to the Ontario Hospital Association (OHA) and allow the OHA to negotiate and advocate on our behalf. Most hospitals have relatively substantial deficits for fiscal 2022/23 as a result. The Minister of Health did announce \$20 million of relief for small hospitals at a recent conference, however, this will not come close to addressing the shortfall. OHA advice remains firm in advising us not to sign any agreement we can't live with the terms of.

Recruitment:

LWHA recently participated in a career fair at F.E. Madill Secondary School. Students from grade 7 to 12 had the opportunity to connect with 20 local businesses showcasing many careers within the local community. Many students stopped by the LWHA booth to gain an understanding of the various positions within the hospital and the educational requirements.

In an effort to offer our clinical externs an opportunity for clinical placements if desired at either the Listowel or Wingham site, Human Resources is working with the post-secondary institutions to determine if it is feasible to consider local students who are seeking opportunities within the Alliance prior to placements outside of our local area as part of our ongoing recruitment strategy.

Human Resources Update as of May 2023

Health human resources continues to be a significant focus for LWHA. There is currently a combined total of 43 leave of absences within our full-time and part-time staff (13%) which we anticipate will be ongoing based on the current demographics of our staff. The organization is actively recruiting for a total of 35 vacant positions of which many are for temporary coverage. Since January 2023 there have been a total of 108 combined internal and external job postings, 106 interviews and 48 new hires.

Recognition:

Rhonda Scheeringa recognized the entire Human Resources team as they have been presented with many new pressures related to Bill 124 re-opener clauses while managing 2 full-time

leave of absences within the department. The team has done an amazing job continuing to focus on recruiting, bargaining, wage settlements, staff scheduling, time entry and facilitating early and safe return to work practices.

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

Corporate Financial Officer (CFO)

The LMH Heating Ventilation Air Conditioning (HVAC) project has completed the demolition phase and now will move to the construction phase. We thank the HACC for their understanding in having to change offices again to support this project.

LWHA Sarah Ave Outpatient project has completed the demolition phase and has started the reconstruction phase. We are aiming for mid June completion. Space planning has taken place and we will begin transitioning people following Sarah Ave completion.

Privacy – our annual privacy reporting was completed for 2022 to the Information and Privacy Commissioner (IPC) for March 1st. During the 22-23 year we had 29 privacy breaches combined. LMH 19 and WDH 10. These breaches were primarily stemming from incorrect physician information documented.

Healthcare Material Management Services (HMMS)

HMMS is a joint venture between London Health Sciences Centre (LHSC) and St. Joseph's Health Care London (SJHC). They are our primary provider to medical and surgical supplies, although in recent years we have been increasing the volume of purchases from other providers such as Healthpro and Cardinal. LHSC had provided notice of the intention to pull out of the joint venture at March 31, 2023. The agreement has now been extended for a year. LWHA will be assessing its options regarding sourcing supplies in the months ahead. SJHC has indicated their intention to continue to operate HMMS on their own.

Cultivating partnerships to offer a seamless patient experience.

Royal Bank of Canada (RBC) Nursing Education Grant

We have again received a very generous donation from RBC to support nursing education. Tori Ducharme and our finance team completed an application for funding and we have received \$30,000 over three years. The money will be used for a number of initiatives including bringing courses to staff locally, supporting mandatory education and skills days.



Huron Perth - Mental Health Programming

After our last Board meeting Justine Leslie met with Lynanne Mason, Chief Nursing Executive at the Huron Perth Healthcare Alliance, to further discuss outpatient mental health services available in Huron and Perth. She had an opportunity to ask more questions around their Board presentation and understand how LWHA can become involved in decision making related to services. There is a steering committee that oversees these outpatient programs and we now been added to the committee membership. Lynanne has been great to work with and we look forward to strengthening that partnership over the months ahead.

Visiting Specialists – Wingham Operation Room

Dr. McKenna is currently a visiting ear, nose, and throat (ENT) Specialist that sees patients in clinic in the Ambulatory Care Department at WDH. We are excited to be able to expand his practice at WDH by offering him Operating Room time to be able to perform surgical procedures on top of his clinic days. The OR team is planning a road trip to Grey Bruce Health Services – Owen Sound, to shadow Dr. McKenna in the OR. This shadow experience will ensure that we are prepared and ready to support Dr. McKenna when he starts in Wingham.

Wingham and District Hospital Foundation

The Wingham and District Hospital Foundation is excited about the prospect of conducting a campaign to support the CT project in Wingham. They are currently developing a response to community members that participated in recent meetings to determine the feasibility of a joint CT/MRI campaign.