

Board Education

Shelley Reinhardt outlined the work completed to date for the plans to expand the Fisher Family Primary Care Centre in Listowel. Highlights included:

- Construction design and engineering 95% complete
- Project includes:
 - Demolition of Karges house – corner of Inkerman and Sarah
 - 50 parking spaces including rough in for electric charge station and additional accessible spots
 - Private registration area
 - Additional space for physicians, nurse practitioners and resident program
- Improved site drainage, landscaping
- Building aesthetics match existing
- Permit application for demolition and building submitted – expect January approval
- Contractor pre-qualification, bidding and approval in January
- Construction to begin March 2024 and complete in 12 months

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

Staff Support and Education - Nursing Orientation and Training

Lidia Czubak joined the clinical leadership team as the new Professional Practice and Education Coordinator. Nursing orientation and training are priorities for this role. In November we were able to offer onsite skills education to the large group of new nursing recruits in Wingham. The feedback has been positive and this training will be added to our new hire orientation program moving forward.

Patient Centred Care - All About Me Project

Our Recreational Therapist has been working on developing an “All About Me Poster”, an adaptation of the Alzheimer Society’s All About Me Booklet, that can be used to improve patient care at the bedside. These posters will be hung at the bedside of patients who may have troubles communicating or experience cognitive impairment, and will contain important information about who they are, what they like, what they dislike and what medical devices (hearing aids, dentures, glasses) they use. The intent is to encourage dialogue between patients and staff while care is being provided. The hope is that patients will feel engaged, valued, and respected while in the vulnerable position of receiving care.



Accreditation Planning

It is hard to believe that we are in the process of planning for the Accreditation Survey scheduled to take place in 2025.

A workplace that nurtures individual and collective potential.

Vaccination

Annual flu shots and COVID vaccines were offered on site to staff in the month of October. Staff who were not able to attend are permitted to receive vaccinations outside of the hospital and provide supporting documentation as applicable.

Occupational Health and Safety

Managers recently completed supervisor competency training and education related to changes to the LWHA Contractor Program to ensure Health and Safety measures are in place for anyone working on LWHA premises. In addition, Managers are currently working on completing their bi-annual departmental and workplace violence hazard assessments while ensuring measures are in place prior to the end of the calendar year.

All staff were required to complete mandatory training on the LWHA Sharps Safety Program. This comprehensive program promotes and supports the health and safety of all employees through safe sharps handling/disposal, use of safety engineered medical devices (SEMD) and other safe work practices aimed at reducing the risks of injury from medical sharps or exposure to blood, bodily fluids and medications.


Leadership Changes

We are sad to say goodbye to Sheri DiGiovanni who has been our leader of Diagnostic Imaging, Laboratory and Pharmacy. Sheri has had an exciting career with us initially working in Pharmacy, then adding Oncology and now most recently her current role. She is looking to focus now on her Pharmacy background by taking a role with Grand River and dedicating a bit more time to Family.

Labour & Employee Relations

Local interest arbitration took place with SEIU on August 9, 2023 for the collective agreement set to expire December 31, 2023. At this time no decision has been released from the Arbitrator. The new collective bargaining period will take place in the next few months for the collective agreement that will commence January 1, 2024.

Local interest arbitration took place with CUPE on November 19, 2023 for the collective



agreement which expired September 28, 2023. The new collective bargaining period for CUPE will be in the next few months for the collective agreement that would be effective September 29, 2023.

On November 8, 2023, the Wingham Hospital and LiUNA were successful in negotiating a collective agreement for the period of April 1, 2022 to March 31, 2025 which was ratified on November 14, 2023 with retroactive payments to be processed within four full pay periods.

Recruitment

As part of our longer term strategy to address the recent health human resources challenges, we continue our efforts in promoting hospital careers to our local communities and youth.

LWHA participated in the annual *Take your Child to Work Day* in Ontario. We also have student job shadow days planned for high school students who have interests in health care careers.

LWHA participated in the North Huron job fair on October 25th held at the Wingham Knights of Columbus Hall. Events like this are still beneficial within our local communities to highlight careers within health care.

LWHA will also be participating in the Emergency Services Recruitment Information Session planned for November 24th at the Steve Kerr Memorial Complex. Other participants at the event include the OPP, Huron Perth Addiction & Mental Health Alliance, Perth County EMS, Perth East and West Perth fire departments.

Compensation

The annual Pay Equity Maintenance Process is currently underway for CUPE and Non-union employees. Maintenance review forms are required for positions that have had substantial changes in skill, effort, responsibility and/or working conditions.

Non-Union wage increases have been implemented as well as applicable retroactive payments.

Recognition

LWHA has completed our annual employee recognition review for years of service. For 2023 there are a total of 56 employees being recognized between the two sites. There are 9 employees being recognized for 20 years of service with one employee receiving an award for 25 years of service. The combined years of service being recognized is 600 years! Staff will receive their choice of Listowel Chamber or Wingham BIA dollars and an LWHA service pin during

recognition sessions on their work units among their peers during the month of December.

Health Human Resources (HHR) Update

Staffing remains a challenge and teams continue to work through unplanned vacancies. Over the next month both sites will be working at expanding the nursing float model, as well as implementing plans to support with after-hours decision making and mentorship. This work will be supported and guided by each site's Nursing HHR Committee.

Christmas nursing schedules have been finalized at both sites with no planned vacancies over the holidays.

Obstetrics Staffing

The Listowel Obstetrical (OB) Department is an extremely small department with a small group of experienced nursing staff. By the New Year we will have 50% our OB staff on maternity leave. We are working on training new staff, which takes time. To maintain services for our patients we are investigating innovative ways to staff the department. We have been working with our Midwifery partners at Countryside Midwives to understand how they can support our program.

Surgeon Recruitment

Our strong commitment to robust surgical services at both sites was evidenced recently through the posting of two general surgeon positions for LWHA. We appreciate that recruiting two general surgeons to a rural surgical program is aspirational, however, it is clear that having our own surgeons is more beneficial to our surgical program than a roster of itinerant surgeons.


A sustainable and resilient environment that is here for future generations.

Safety Incident(s) Final Measures

We continue to work through the final action lists stemming from the July 5th Incident in WDH and August 2nd incident at LMH. The window film has now been installed in both ED's and registration areas. It has been a challenge working with specialized vendors, timelines, supply lead-times and competing priorities.

On Site Security Proposal

As part of the response to the safety incidents, staff feedback from the Safety & Security Survey, and a review all the safety related incidents that are logged in our Risk system (RL6) we have concluded that we need a different approach onsite security. We have 35+ instances where a security incident has been reported in RL6 since January. This includes the 2 serious



safety incidents that occurred. As a result, Board approval was sought and received to pilot a 12-hour, on site security project in each site. The cost of this pilot is \$125,000 per site.

Parking

As part of the feedback we received on our Safety & Security QIP (Quality Improvement Program), staff at Listowel Memorial Hospital identified the potential for specific parking for non-day shift staff. We are in the process (signs are ordered, parking passes are here) of establishing this specialized parking in the back parking lot behind the hospital. All “day shift” staff will park in non-identified spaces (some remaining in back parking lot) and over the bridge parking. We plan for this to be finalized in December.

Hospital Free Zones

Our Operations Quality team has been working on a proposal to identify the access controls that need to be established to allow our patients and visitors to travel through the hospital in a more controlled manner. We have \$150-200K earmarked of the HIRF (Health Infrastructure Renewal Fund) funds to support investment into this initiative.

Way Finding/Signage Policy - LMH

The Patient Partner Council provided feedback regarding signage and wayfinding at WDH. We have rolled out a new signage policy and will be making changes to our permanent signage. Lori Falconer from the Huron County Accessibility Committee walked through our facilities and provided advice on improving accessibility.

Health and Safety / Emergency Response

On November 7th, the Listowel site successfully participated in the annual evacuation testing with the North Perth Fire Administrator/Public Educator/Fire Prevention Officer. This is a legislative exercise to ensure staff can identify and evacuate the hot room within 1 minute and 45 seconds.

As we continue to identify areas for advanced staff safety, each leader in consultation with departmental staff identified Safe Zones where staff would retreat to in the event of a hold and secure situation. Should staff be in an area within the hospital outside of their regular department, they respond with the staff within that department if applicable.

Retro Payments/Ontario Health Financial Surveys

At the time of this report all known retro payments have been paid to all staff with the exception of the latest information coming from LiUNA. We have submitted the retroactive payment information related to Bill 124 to both the Ontario Hospital Association and Ministry

of Health. To date we have received the first ONA retro reimbursement of \$214,900 for LMH and \$192,800 for WDH reimbursing for the retro paid in June 2023.

Ontario Hospital Association (OHA) Regional Meeting

All hospitals in Ontario are facing serious deficit concerns including LWHA. Many hospitals have required cashflow support from the Ministry. LWHA has been fortunate to avoid borrowing funds at this time. The general concern for all including the OHA is that the Ministry and Ontario Health do not realize that one time funding is great but only eases the cashflow position temporarily and funding these types of increases will be required ongoing.

Scheduling

The schedules inclusive of the Christmas and New Years period have been posted for all departments for both sites ensuring all staff receive time off during the holiday season as outlined in the collective agreements.

Heating Ventilation and Cooling Project (HVAC) – Listowel Site

There has been lots of work underway to install a new HVAC system at the Listowel Site. The next phase of the project will be taking place in the Medical/Surgical Department on 2nd floor. A plan is in place that will allow us to maintain all of our beds during this temporary renovation.

Ontario Health – Accountability Agreements


We have received notification from Ontario Health with an expectation to sign a new 2023/24 Hospital Services Accountability Agreement (HSAA) based on a new template by March 31, 2024. In order to do that, they want an updated Hospital Annual Planning Submission (HAPS/budget) submitted by November 30, 2023.

They will issue a new Balanced Budget Waiver, if required, with no requirement for a Performance Improvement Plan.

Prior to March 31, 2025 they will seek to extend this newly signed 23/24 agreement for fiscal 24/25 (i.e. to March 31, 2025). No HAPS or budget submission will be required for 2024/25.

There is an expectation for an updated budget submission for the current year that we are over ½ way through and no budget submission for next year.

Meaningful partnerships to offer a seamless patient experience.



First Annual Mitten Tree – Supporting Our Community

The LWHA Social Work team is leading a project aimed at helping keep our communities warm during this holiday season. We are collecting donations for new adult and children sized mittens, gloves and winter hats that will then decorate “The Mitten Tree” at both sites. The trees will be located by the waiting areas in each emergency department and items will be available to anyone needing something warm to wear.