



Board of Directors

Highlights

January, 2024

Enriching life's journey together.

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

Quality Improvement Plan (QIP)

Hospitals are required to submit a QIP annually to Health Quality Ontario. LWHA has traditionally committed to three projects, one sponsored by each senior leader. Our teams are actively working on finishing up the current QIP and gathering ideas for our 24/25 projects.

COVID-19 Outbreak – Listowel Site

The Listowel Complex Continuing Care (CCC) department was declared in COVID-19 outbreak on December 15, 2023. The Huron Perth Public Health Unit investigated the outbreak and determined that this likely started with a patient transferred to us from a London Hospital. Four additional patients became COVID-19 positive during the outbreak. The outbreak was caught quickly and was declared over Dec 23, 2023. The outbreak team is reviewing the outbreak and looking for any opportunities for improvement. The health unit was impressed with the team's management of the situation.

Care Close to Home – Port a Cath Insertions

The Wingham Site is now offering Port a Cath insertions. The majority of patients accessing this service are oncology patients. In previous years, patients would have had to drive long distances and wait several weeks to receive this type of care. We are very thankful to have this service available.


Emergency Department

As a hospital and community, we continue to be thankful for the efforts of our staff, physicians and leaders in ensuring we are able to continue to keep our ERs open. Hospitals are complex entities and the Ontario Healthcare system is currently fragile, particularly with respect to health human resources. Organizational ingenuity and the commitment of individuals to their profession and community have both contributed to an improved situation.

Health and Safety / Emergency Response

The Wingham site was successful in completing their annual evacuation testing in December in partnership with the North Huron Fire department. Thank you to everyone involved for ensuring we are continuously focusing on our training efforts to ensure the risk to patient safety is mitigated through regular training exercises.

Our Health and Safety officer has partnered with Huron ESM who will be onsite to complete Quantitative fit testing for N95 respirators for those who are not able to complete a pass or fail



through the regular on-site qualitative testing process.

As part of LWHA's commitment to building and preserving safe, productive, civil, and healthy environments for all staff, annual Workplace Violence and Harassment and Code of conduct training will be circulated to all staff for completion.

Occupational Health

Additional flu and COVID vaccines will be available to staff who were not available to attend previous clinics.

As part of the 2023-2024 Quality Improvement Plan, Psychological Health and Safety training will be available to all staff and physicians in the upcoming weeks. It is provided by Your Health Space which is a program development by the Canadian Mental Health Association specific to healthcare providers. The e-Learning series is tailored to the needs and experiences of health care staff, providing access to three self-directed courses focused on boosting mental health literacy and teaching strategies to manage and mitigate the effects of stress in the workplace. Sessions will focus on Well-Being at Work, Navigating Stress at Work and Continuing to Care at Work.

Registration Status

Health professions covered under the Regulated Health Professions Act (RHPA) and other accredited staff must maintain a current certificate of registration to be permitted to practice or perform work within their area of specialty. Each of the health professions under the Act and other regulated professions have a protected title and only those registered may use the profession's title. Human Resources will be completing LWHA's annual assessment of registration status' in February to ensure applicable staff have continued registration with the applicable college or Professional organization.

A workplace that nurtures individual and collective potential.

Supervision

Sheri DiGiovanni previously oversaw the Diagnostic Imaging (DI), Lab, and Pharmacy departments. With the intention of further increasing succession planning at LWHA, the role will not be backfilled and Supervisors roles will be created in the Lab and DI departments. We are excited to announce that Jaide Campbell (a 15+ year employee with LWHA) has accepted the position of DI Supervisor beginning January 22, 2024. We have finished interviewing for the Lab Supervisor and plan to announce the successful candidate in the next week.

We are increasing service at WDH with the addition of an evening shift from Monday-Friday in the Diagnostic Imaging Department. We expect that with the addition of the CT machine we will increase this to seven days a week next year.



Health Human Resources (HHR) Update

We continue to work on recruitment and retention and our staffing pressures are easing. As planned, both sites have expanded their nursing float models this winter and we anticipate this strategy having a significant impact on workload management.

Obstetrics Coverage

As reported in November, over 60% of our Obstetrical Nurses will be off on maternity leave starting this winter. To support the program and our patients, the team is looking at implementing a temporary change to our staffing model where credentialed midwives would fill vacant nursing shifts and perform work that has traditionally been assigned to Registered Nurses. We are currently working with our midwives, nurses, and physicians to plan and organize training and orientation.

Clinical Nursing Externs

Our clinical nursing extern program has been a complete success. This is a result of the work that everyone has done to support the program. Nurses have mentored these staff, physicians have supported learning opportunities and our nursing leadership team has built an orientation and onboarding program that has been supportive and created opportunities for these nursing students to learn and grow while performing work that supports our staff and patients. We have already been successful in hiring externs into permanent nursing positions after graduation and we are already receiving applications from students who are planning ahead for their summer employment. We have not received confirmation that funding for this program will continue into 2024/2025 but we anticipate hearing soon.

Surgeon Recruitment

With the departure of Dr. Rana, there has been a strong focus on recruitment for the surgical program and filling OR time in the short term. Our Medical Advisory Committees supported the recruitment of two general surgeons. Recent conversations have also focused on the need for additional gastroenterologist support for our Hospitals. Dentists are always open to filling OR time. Talks have taken place regarding providing OR time for a surgeon currently practicing in Goderich. There is also strong interest in having a collaborative group of general surgeons working together in rural Huron, Perth and Bruce Counties.

Physician Recruitment

Our local physician recruitment activities are financially supported by 6 local municipalities that also have representation on the volunteer physician recruitment committees in each of North Perth and North Huron. Both Hospital Foundations and the Listowel Wingham and Area Family Health Team financially support physician recruitment activities. The Hospital provides housing (4 residences in total and occasional short term rentals), in-kind funding for recruitment activities and residency program



along with additional supports such as catering for medical staff and student events.

Jan McKague-Weishar works full time to support the physician recruitment activities across both sites of LWHA. The complexity of the structure and funding arrangements became evident as work was underway to support and inform community members interested in helping to address the primary care and physician shortage in North Perth.

It would not serve us well to pull this structure apart, however, as each community develops a response to their individual needs, there are plenty of areas to explore including:

- Housing
- Community incentive packages
- Support for residents
- Foundation involvement
- Clinics and facilities
- International medical graduates

Labour Relations:

LWHA and ONA for both Listowel and Wingham were successful in negotiating local collective agreements which were ratified by ONA members in December for the period of April 1, 2023, to March 31, 2025.

Recruitment:

Starting in January, LWHA is hosting a total of six post-secondary students in various health disciplines as well as one high-school coop student at each site. The high-school placements complete a comprehensive rotation through all departments within the hospital. This is a great opportunity for the students to gain an overall understanding of working within a Hospital environment. LWHA continues to collaborate with our local Schools to promote Healthcare careers to our local youth to retain talent within our local communities.

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

Parking (LMH specific)

On Tuesday January 22 we rolled out our designated off-shift parking in the immediate back parking lot. Signs have been installed and parking passes supplied to appropriate staff. Day-shift staff are requested to park across the bridge. This change was completed based on staff feedback in our 23-24 safety and security QIP.



Fisher Clinic

We are currently at almost 100% design drawings approval for the Fisher Clinic expansion. We are currently waiting on the site plan and permits from North Perth. Contractor pre-qualifications have been returned and references are being checked with a short list developed on January 25th. We had 11 General Contractors respond, 9 mechanical responses and 7 electrical responses. RFP is expected to be posted by the end of January and have approximately one month to quote. We should have direction on contractors by the end of February.

WDH CT

We continue to be in the RFP blackout period. Initial costs are much higher than we originally anticipated. This will require us to relook at the scope of the project and how we source it (full turn key, or contracted separately) once the black out period ends.

Health Infrastructure Renewal Fund (HIRF)

LMH HVAC phase 2 began in December. The plan is to finish this phase of the project in March 2024. We are revising some of the work to include some washroom upgrades while we have the space vacant. Walter Fedy is currently revising the estimates and drawings to include the washroom renovations.

WDH Generator project is well underway with site preparations completed in December.

HIRF nominal spend projects are well underway. These include handrail upgrades, windows, internal and external doors and electrical panels. These items have been identified as necessary upgrades on an approved schedule from the MOH. We have requested WDH administrative building roof upgrades, WDH security updates to be added to this approved schedule.


YTD December Financial Results – LMH

As of YTD December estimated annualized impact of retro/Bill 124 including terminated staff is \$1671K net of accruals and including all benefits/vac/lieu accruals etc. Full year estimated to be \$2228K. To date we have not had confirmation of Bill 124 repayment from the MOH but it's anticipated for February.

December YTD results are showing a deficit of \$1605.4K. OT kick off meeting began in January to return the focus back to managing OT with new float model in Clinical and reviewing OT spend in the Corporate services.

YTD December Financial Results – WDH

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. As of YTD December estimated annualized impact of retro/Bill 124 including terminated is \$911.9K net of accruals and including all benefits/vac/lieu accruals etc. The full year estimated to be \$1097.9K. To date we have received \$192.8K in WDH for the initial ONA retro payment.

Current month financials show S1 (Oncology) visits at budgeted levels for the second time this year. We are hoping to see these levels continue with the potential to increase as Grand River Oncology goes live with Cerner.

Healthcare Materials Management System (HMMS)

LWHA has utilized the services of HMMS as our group purchasing organization and warehouse for the bulk of our medical and surgical supplies. HMMS is a joint venture between London Health Science Centre (LHSC) and St. Joseph's Health Care, London (SJHC). LHSC had provided notice of their intention to cease using HMMS as of March 31, 2024. In the year ahead, we will need to assess the future of our sourcing and warehousing needs given the uncertainty of the longevity of HMMS.

Referral Bonus

In August 2023, LWHA launched a new Employee Referral Bonus program to provide an incentive to our current employees who bring new talent to LWHA by referring qualified applicants who are selected and successfully employed within the Alliance. We are excited to share that in the month of January two staff members have qualified for the first incremental bonus payment of \$250 as they referred a qualified applicant who is now successfully employed with LWHA.

Meaningful partnerships to offer a seamless patient experience.

Wait Time Information System


We continue to work with our Ministry of Health and Novari Health partners to complete the Wait Time Information System project.

ACT Fast – Stroke Screening

ACT FAST is a new stroke screening tool being used across Ontario for patients that present to emergency departments within the 6-24 hours window of last seen well. This project is being implemented in partnership with the physician teams and the SouthWestern Ontario Stroke Network (SWOSN).

OneChart Phase 2 (Electronic Documentation Advancement)

The OneChart Phase 2 project kicked off with the Anesthesia Module expansion in November. This project will allow OR (operating room) and Procedure Room staff across the region the ability to



document electronically into the patient chart. This will reduce the opportunity for documentation errors and increase timeliness and accuracy of information contained within the intraoperative patient record in OneChart. The Clinical Informatics Team, Professional Practice, Dr. Antoniadis and Dr. Trojnar are championing this work across the Alliance.

Hospital Auxiliary

The Listowel Memorial Hospital Auxiliary is fully engaged in various fundraising activities following the pandemic. Rhonda Beirnes has handed over the President's gavel to Susan Anderson. The capital requirements for the upcoming year were presented for the Auxiliary's consideration and Elizabeth Dwyer also had the opportunity to introduce herself and speak to the common objectives of the Auxiliary and Foundation.

The WDH Auxiliary gift shop will be taking a break until the end of winter following a successful fall and Christmas season.

Both Auxiliary's have a dedicated group of volunteers that are working hard on behalf of the hospitals. These individuals are also strong ambassadors for the work of the hospitals and their impact extends beyond the funds raised. We appreciate all that they do.


MPP Engagement

We will be meeting with our two local MPPs in late January and early February. Topics that we anticipate discussing include:

- hospital finances
- community growth
- long term care developments
- ER closures
- Health human resources
- Fisher Clinic expansion
- LMH Capital Proposal
- MRI Proposal
- Wingham CT project

Recognition

The Human Resources team had the opportunity to attend the Patient Partner Council meeting in November to present on recruitment and retention. The presentation provided education on our Health Human Resources challenges related to increased leave of absences, specialized training and orientation requirements, pandemic fatigue, work life balance and the fact that all hospitals are competing for the same scarce Health Human Resources. In addition, we shared our ongoing



commitments to support post-secondary student placements as well as our local high-school students through coop rotations, participation in careers courses, career fairs and job shadows. Retention was also a focus where we highlighted scheduling stabilization, staff recognition, staff appreciation events, education supports and internal staff placement opportunities. We also shared that many schedules were changed to preferred scheduling rotations with the addition of several new full-time positions created to retain staff and support with permanent upstaffing to provide coverage for last-minute sick calls, etc. We offer flexible scheduling arrangements as many staff have the opportunity to self-schedule and sign up for additional shifts based on their availability. This was a great opportunity to share our recruitment challenges and successes with our patient partners to ensure they are aware of the ongoing efforts to support recruitment and retention at LWHA.