

The Board Education session this month was an open forum that offered all board members the opportunity to ask questions and engage in discussion about any topic of interest.

The Board also spent significant time discussing the merit and drawbacks of a Huron Perth area Master Planning process for hospital re-development.

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

Mammography

The new mammography equipment at LMH is signed off with the first contrast mammography exams performed on patients January 31. It is exciting to be able to offer this mammography service in Listowel.

IV Pump Replacement

The IV Pumps project is now at the stage of negotiating the contract. We believe we will be negotiating through a regional sub-committee.

Laboratory Staffing Model Change

In 2010 the Canadian Institute for Health Information identified that approximately half of all Medical Laboratory Technicians (MLT) would be eligible to retire within 10 years, with the greatest impact felt in Canada's rural and remote communities. Ontario has not been training sufficient Medical Laboratory Technicians in the interim period and the health system is facing a huge deficit of these specially trained and skilled professionals. In order to address this reality locally, there has been ongoing work to ensure our Medical Laboratory Assistants (MLA) are trained and functioning to their maximum scope of practice. We have also posted a number of full time MLA positions at each site in order to implement a change in the staffing model for our laboratories. We are highly appreciative of the engagement of our staff as these changes result in new schedules, hours of work and duties for our laboratory staff.

Emergency Room closures remain a risk due to current vacancies within our laboratories.

MRI Project

It is clear that all of the local hospitals with approved MRI projects will be proceeding with plans to implement this service. This includes Goderich, Kincardine, Palmerston and Wingham. Some sites require significant construction or new build on the hospital sites while others have space identified. Timelines for implementation vary greatly as a result. The Ontario College system is quickly increasing training opportunities for MRI technicians. We

expect that there will be opportunities for sharing technical and planning expertise with neighbouring hospitals that are also implementing MRI diagnostics.

The Wingham and District Hospital Foundation is preparing to undertake a feasibility study to determine the level of community interest and support for a campaign that would raise funds for both an MRI and CT in Wingham.

Nurse Staffing

We continue to deal with significant staffing challenges in our clinical areas. We have a very high number of long-term leaves, mostly consisting of maternity leaves, resulting in several temporary jobs to fill in an employment market where temporary jobs are no longer attractive. In an effort to further stabilize staffing we have posted additional permanent full-time and part-time positions (above our budgeted staffing compliment) to try and attract new staff and this has also yielded little interest. Our managers and site schedulers are working to prepare summer departmental schedules and once these are complete we will have a better idea of summer staffing risks.

Cultivating a workplace that nurtures individual and collective potential.

Education funding and Budgets

The education actual YTD spend in LMH is \$26,224 to an annual budget of \$56,425 and WDH is \$18,390 to annual budget of \$59,574. The majority of the underspend for both corporations is within the Corporate allocations due to limited education access to due to COVID.

Hospital Infrastructure Renewal Funding Extension

The Ministry of Health Hospitals and Capital Division issued a notice that there is a potential flexibility regarding unspent transfer payment funding for 2022-23 Health Infrastructure Renewal Fund Program. We have submitted a request to carry over \$983,251 for Listowel and \$976,636 for Wingham. The majority of the carry over for Listowel is the HVAC funding and Wingham's is the generator replacement. If approved, these funds would need to be used by Mar 31, 2024.

There is ongoing advocacy through the Ontario Hospital Association to allow a carryover of these funds on an annual basis. It is very difficult to publicly procure large infrastructure projects such as generators, HVAC and roofs and have the work completed by the end of the fiscal year in March, especially when funding approvals can be received as late as September.

Bill 124

The Ontario Superior Court decision that Bill 124 is unconstitutional has created significant uncertainty in labour relations. Most collective agreements had reopener clauses that would be triggered by such a decision. Negotiations and a potential arbitration are scheduled at a provincial level with SEIU and CUPE to deal with reopener clauses.

Board Recruitment

There are a number of projects at both hospitals that have the potential for high impact, high cost and high visibility within the hospitals including:

- Magnetic resonance imaging (MRI)
- Computerized Tomography (CT)
- Heating Ventilation and Air Conditioning (HVAC)
- Fisher Family Primary Care Centre Expansion
- OneChart – Expansion
- Listowel Memorial Hospital – Capital Proposal

These projects have an impact on Foundation campaigns and finances, hospital risk, finances and borrowing. As we undertake recruitment of new board members, we need to be aware of the collective risk and benefit to the corporations of these initiatives.

Leadership Training and Development

LWHA maintains a leadership development program that includes various foundational courses and training such as LEADS Framework, Change Management, Crucial Conversations and Project Management. Earlier this month, hospital leaders had access to a ½ day session on Coaching, Feedback and Recognition.

Nursing Professional Practice: Practice Nurse Leads (PNL)

The Clinical Leadership Team we will be bringing back the PNL program. PNLs are nurses employed by LWHA who are hired into PNL 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. The PNL program and role supports practice development for nurses at LWHA. The PNL role also provides practice leadership opportunities for nurses with a desire to build upon and share specialized nursing skills. PNL roles will be specific to certain areas of practice and all nurses have been encouraged to apply for these opportunities. The clinical leadership team is very excited about this initiative and will be holding interviews during the month of February.

Clinical Extern Program – Update

Plans are underway to formalize the clinical nursing extern program across LWHA. There are a

number of important details and decisions that need to be made in order to support the program, therefore, a small working group has been created that includes professional practice, clinical managers and nurses from both sites. This team has been given the responsibility to develop a plan that includes interviewing and hiring the clinical nurse externs. In an effort to attract students who are currently trying to secure their summer work opportunities our job postings went up at the end of January and we plan to have scheduled shifts starting in April.

Palliative Care Education

In January, the South West Regional Cancer Program (SWRCP), released one-time funding for palliative care education. A list of eligible courses was released and interested organizations were to apply directly to SWRCP. LWHA put an expression of interest out to all of our nursing staff and we had a great response with 16 staff total indicating interest (8 from each site). This week we received approval for all 16 staff to attend education. Tori Ducharme, in professional practice, will support these staff in getting registered and enrolled in their courses.

Professional Practice

Tori Ducharme has returned from mat-leave and is now in her professional practice and education coordinator role. Over the next several months she will be implementing the clinical nurse extern program, the Practice Nurse Lead program, evaluating and updating nursing orientation program and number of other important tasks and projects.


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

Sarah Avenue Renovations

The Purchase Order has been signed for the renovations to refurbish the first floor of 285 Sarah Avenue (Outpatient Building). We are planning a 3 month project with an April 1st start date.

Heating, Ventilation and Air Conditioning (HVAC) Project – Listowel Site

There is a significant HVAC project planned for the Listowel Site starting March 1st. This project will be phase one of a multiphase/multiyear initiative to update the HVAC system in Listowel. From a clinical services perspective, phase one of this project will impact the north wing of the Complex Continuing Care (CCC) department. This wing is comprised of patient rooms including our palliative care spaces, a patient sunroom and storage space. We would like to maintain all 15 of the CCC beds and to do this we will be required to temporarily move three beds to the medicine unit for a 4-month period of time. These changes will have no impact to the care our patients receive. The CCC and Medicine teams are currently working through the planning



phase of this work and we anticipate having the beds moved and the wing cleared out by the end of February.

Listowel Memorial Hospital Capital Project Proposal

While we have bureaucratic reassurance that our Listowel Capital Project proposal has met the Ministry of Health Capital Branch requirements Matthew Rae, our local MPP, has been engaged to advocate on our behalf prior to the provincial budget expected later this spring.

Cultivating partnerships to offer a seamless patient experience.

One Number

Last fall, London Health Sciences Centre (LHSC) announced the abrupt end to OneNumber, a long standing support service for regional hospitals. The service provided physicians with a single access point for specialist consultation and patient transfer. A redesigned service has been created that leverages the provincial Critical Service for urgent and emergent situations threatening life or limb within 24 hours. LHSC is establishing a new number and process for non-urgent consultations. There is also an expectation that regional hospitals access secondary hospitals such as Stratford and Owen Sound before engaging with LHSC consultants. LHSC is often beyond their capacity and is expecting the new process to protect capacity for tertiary services that only LHSC can provide to the region.

Huron Perth and Area Ontario Health Team (HPA-OHT)

The HPA-OHT has drafted its first strategic plan. Some issues have arisen regarding the approval process for this document along with concerns that it may be too ambitious for an organization that has limited staff and capacity.

Wingham Oncology Department

We have had ongoing concerns regarding the consistently low referrals numbers from the London Regional Cancer Program (LRCP). Christine Reyes, Wingham Oncology Manager, had the opportunity to meet with Grand River Hospital to understand how we can help to support their program while continuing to support LRCP. The Grand River Program is undergoing some significant changes within their Electronic Medical Record (EMR) and this is planned for early 2024 which will involve their Cancer program moving over to a Cerner platform. The meeting was very promising, and the Grand River team was very open to the idea but didn't want to make any commitments until this EMR work is complete. We will be revisiting this conversation with Grand River in the New Year.