

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

Cancer Screening

The province of Ontario is changing from the current FOBT (Fecal Occult Blood Test) to the FIT (Fecal Immunochemical Test) for screening of colon cancer. The new test is more sensitive with a higher expected rate of positive test results which may result in additional colonoscopy testing in the province. Cancer Care Ontario has started their consultation process to determine organizational readiness for this change.

Palliative Care

There is strong community interest in maintaining palliative care services in our hospitals. In Wingham, a group of community members have expressed interest in providing advice and potential fundraising support for future renovations to support palliative care. As a result of community donations in Listowel, improvements will be made to the lounge space adjacent to the palliative care room on the first floor.

Preschool Speech Language Therapy

Last year, as part of the Ontario Special Needs Strategy, base funding was taken from the hospital and allocated to the Ministry of Children and Youth Services (MCYS). In turn, MCYS provided the hospital with an equivalent amount of funding to continue providing services in the interim. Some of the significant changes expected as part of the Strategy seem to now have been abandoned. The funding for these services in Huron and Perth will now be provided to the Huron Perth Healthcare Alliance (HPHA) and we will continue to offer the program to children under a service contract with HPHA.

The 2018/19 Quality Improvement Plan

The three indicators that our QIP for 2018 are aimed at improving Joy in Work, reducing emergency room revisits for mental health and addiction patients, and increasing reporting of workplace violence. We will present the indicators at the February board meeting. Change ideas are being developed in collaboration with stakeholders throughout February and March. We are currently collecting and analyzing baseline data. The final improvement plan inclusive of timelines, narrative, and change ideas will be presented to the Quality Council and BOD at the end of March. Each indicator will have a senior executive sponsor and project lead assigned.

Redevelopment

We are currently planning our temporary ambulatory care space. We are reviewing current processes and determining how to improve efficiencies through the registration and scheduling of specialist and procedure appointments. We are working with IT, maintenance, infection control, family physicians and ambulatory care staff to ensure we are able to continue to provide seamless quality services during the temporary move. We will be notifying the visiting specialists of plans by the end of March.

We have continued to work through some changes necessary in the pharmacy plans to ensure efficient workflow and accommodation of our equipment. Some changes in the layout are required but we are confident that they are necessary for current and future workflow. We are planning for the physical move by assessing what increased packaging will need to occur prior to moving our equipment. We are planning staffing and support required during the first number of days in the new space. We will be undergoing an inspection by the Ontario College of Pharmacists this April.

A final review of equipment requirements within renovated areas is underway before purchase orders are issued.

Asbestos abatement is occurring in the area to be renovated for a new team station. Staff and physicians are working from a smaller, temporary team station on the second floor.

Nursing Resources

We have posted for eight nursing positions in Wingham. Some are temporary coverage of maternity leaves and some are to replace nurses pending retirement. We are working on professional practice, human resource, and scheduling strategies to ensure orientation and adequate coverage over the summer months.

We are interviewing potential candidates for the ER/OR/Ambulatory Care Manager position on March 5th and 6th. Finally, we have posted a temporary position to cover a maternity leave in clinical informatics and have a plan in place to orientate a new team member to be able to start in May.

Medical Assistance in Dying (MAID)

We have updated our current MAID policy to reflect legislative nuances that have become apparent as we provide this service for patients. Professional practice, pharmacy, nursing, social work, physicians, and the inpatient managers have been key to developing a policy that is easy to follow and supportive of both patient centred care and clinician support. We have provided education to participating physicians and will be providing education at skills day for nursing staff.

Cultivating a workplace that nurtures individual and collective potential.

Executive Compensation

The LWHA Executive Compensation plan has been reviewed by the Hospital Branch of the Ministry of Health and Long Term Care, as well as the Minister's office and the Treasury Board. We are awaiting approval to post the plan for public comment. Multiple edits have been made to the plan to address questions, none of which altered the final outcome of the compensation plan. While we have questioned the LWHA staff and board effort necessary to comply with the government's requirements, similar sized hospitals have spent upwards of \$50,000 on consultants on this project with a similar government response.

Physician Recruitment

Efforts continue to recruit short term coverage for Lucknow as well as full time replacement for pending retirements of Wingham physicians. In the absence of Dr. Shubat, the Wingham physicians, hospital and North Huron Family Health Team continue to be committed to ensuring the needs of Lucknow patients are met. Recruitment of locums is underway to fill shifts in Lucknow until September 30th. In addition, 6 days per month of nurse practitioner time are committed. Strong effort is being invested to entice some of the many recent locums to choose to permanently practice here.

Recruitment efforts in Listowel recently included a site visit by a GP anesthetist and nurse practitioner couple from Saskatchewan.

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

Finance

A Request for Proposals has been issued for recruitment services for our Chief Financial Officer position. An additional vacancy within the department is also not currently being replaced. An upgrade to our Accounts Receivable system will take place this spring. We may engage some temporary help through our year end reporting season.

Linking Quality to Funding

The Ministry of Health and Long Term Care has an aggressive initiative underway to link quality to funding. For small hospitals they require 200 patient satisfaction survey responses to 3 specific patient experience questions, reporting of % of medication reconciliation at discharge and readmission rates for selected patients. The small, rural and north hospitals of the OHA have relayed their concerns about the Ministry approach. Despite numerous issues with the planned approach, it is expected that the Ministry will move forward with at least a pilot project.

Hospital Services Accountability Agreements

The Ontario Hospital Association and LHINs have negotiated a new H-SAA template for use effective April 1, 2018. It has taken several years to create this new agreement. The template is now being considered for approval by the LHINs and the OHA/Hospitals. We are currently reviewing the indicators proposed by the LHIN for inclusion in our accountability agreement for April 1, 2018.

Cultivating partnerships to offer a seamless patient experience.

Huron Perth Healthcare Alliance

As part of their recent strategic plan, the Huron Perth Healthcare Alliance (HPHA) is committed to strengthening partnerships. They are hoping to “introduce quarterly meetings with sub-region hospital Board Chairs, Chiefs of Staff, Chief Nursing Executives and Chief Executive Officers to discuss and action items of mutual interest.” Huron and Perth Counties comprise the sub-region.

Other Board Highlights

The Listowel Wingham Hospitals Alliance Board of Directors held a joint meeting with the North Perth Family Health Team Board of Directors and the North Huron Family Health Team Board of Directors to discuss Quality Improvement Plans.

Ainsley Morrison, Quality and Patient Experience Coordinator at the Listowel Wingham Hospitals Alliance, gave a presentation on Health Quality Ontario explaining their role and responsibilities and the mandatory quality improvement plan indicators for 2018/2019. Health Quality Ontario is the provincial advisor on quality of health care and they work with organizations, providers and patients (system) to initiate change.

Lindsay McGee, Quality Manager and Decision Support Specialist at both Family Health Teams, presented the 2018/2019 Quality Improvement Plans for the North Perth and North Huron Family Health Teams. The 4 indicators they are focusing on this upcoming year are:

- Cervical Screening
- Colorectal Screening
- Access to Care (NPFHT only)
- Use of Opioids

Shannon Maier, Vice President and Chief Nursing Executive for the Listowel Wingham Hospitals Alliance, presented the Quality Improvement plan for the Alliance. LWHA is focusing on 3 major indicators in 2018/2019:

- Joy in Work
- Mental Health and Addictions
- Workplace Violence

Workplace Violence is a mandatory indicator for 2018/2019 set by Health Quality Ontario for hospitals.

Quality improvement plans must be complete and submitted to Health Quality Ontario by March 31, 2018.

All three boards felt the evening was worthwhile and commented that they believe the indicators have been very well thought out.