



London Health
Sciences Centre



Children's Hospital
London Health Sciences Centre

MONTHLY CEO

INTERNAL LANDSCAPE REPORT

BOARD OF DIRECTORS
APRIL 2024

DEVELOPED BY: Communications and Public Engagement



General news

Helping ambulatory clinics with high-risk patients maintain medication records

When patients need care, having a complete and accurate account of the medications and dosages they are currently taking greatly improves the safety of care. At LHSC, a [risk assessment tool](#) was developed for use in ambulatory areas to ensure medication reconciliation is completed for the highest-risk patient populations. Medication reconciliation ensures medications are up to date, helping prevent drug interactions and other safety issues. Last year, the Medication Reconciliation Risk Assessment Tool, led by Pharmacy was recognized as a Leading Practice by Health Standards Organization.

Advancing our Strategic Plan

This tool is advancing excellence through continuous improvement of quality and patient safety. Medication reconciliation is part of our quality and performance metrics for LHSC.

Improving safety for patients with delirium

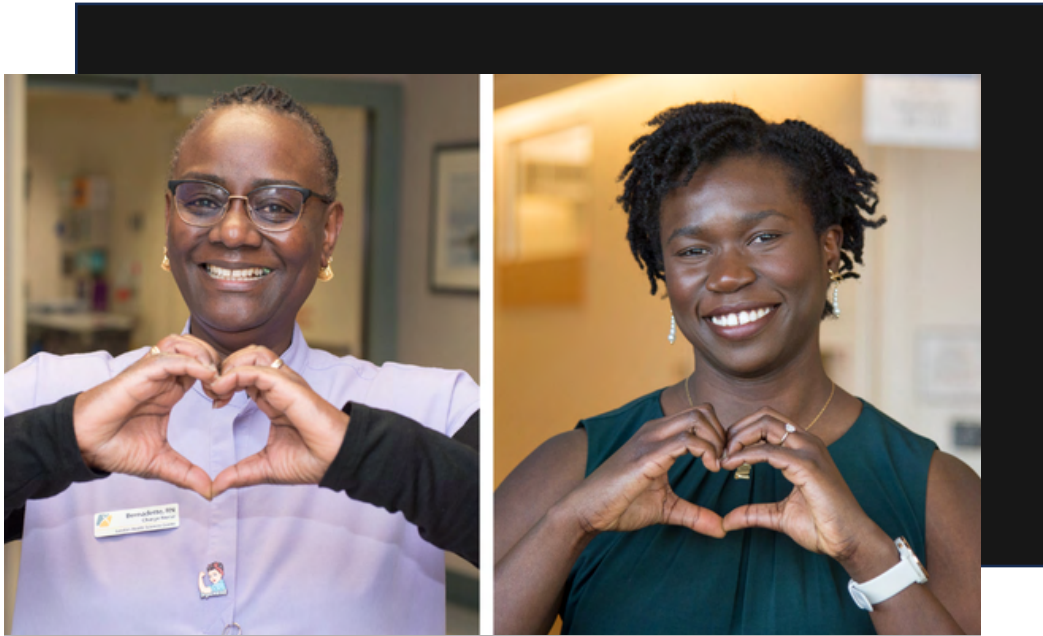
On March 13, recognized as World Delirium Awareness Day, members of Team LHSC's Geriatrics program planned several activities to [raise awareness and share strategies](#) for helping patients at risk of delirium, including a booth outside the cafeteria at University Hospital to share educational materials, a webinar by the Regional Geriatric Program of Southwestern Ontario, video resources featuring LHSC clinicians, and access to the new Ontario Health Delirium Quality Standard.

Advancing our Strategic Plan

With our aging population, LHSC is ensuring patients receive the best care possible by educating Team LHSC and sharing strategies about how to support patients at-risk for delirium.

LHSC celebrates International Women’s Day

On March 8, [Lawson Health Research Institute](#) and [LHSC celebrated International Women’s Day](#) by honouring the achievements of women and advocating for gender equity in health care. Inspiring women like Bernadette Kariuke, Charge Nurse in Medicine at Victoria Hospital, Patricia Fueta, Coordinator on the Clinical Information Technology Services team; Dr. Funmbi Babalola, Paediatric Endocrinologist at Children’s Hospital at LHSC; and Dr. Kait Al, Postdoctoral Research Fellow at Western University’s Schulich School of Medicine & Dentistry, shared their experiences, shedding light on the vital perspectives of women in health care and research.



Advancing our Strategic Plan

By observing International Women’s Day and showcasing the impactful contributions of Team LHSC, we reinforced LHSC’s fundamental commitments and the importance of our continued work to create an inclusive and safe environment by dismantling systems of oppression, discrimination, racism and bias.

LHSC launches permanent Virtual Care Program

In early March, [LHSC launched our Virtual Care Program](#). Stemming from the city-wide Virtual Care Project undertaken with St. Joseph's Health Care London, this program is designed to advance digital transformation of health care while putting clinician and patient experiences at the forefront.

The Virtual Care Project concluded in March 2023 after two years and successfully demonstrated how virtual care can enhance patient care while also optimizing the use of health-care resources. It was this project's success that led LHSC to explore the option of introducing a permanent Virtual Care Program.

Advancing our Strategic Plan

Digital transformation is one of our transformational catalysts for our 2023-2027 Strategic Plan. By embracing virtual care technologies, LHSC aims to improve access to care, enhance the quality of services, and provide more convenient and flexible options for patients to receive care. We are also advancing excellence and driving innovation as we strive to meet patients in different settings to provide appropriate care.

Care Redesign initiative underway

On Thursday, March 14, LHSC introduced the [Care Redesign initiative](#), which involves implementing a collaborative and standardized process to assess and redesign interprofessional care teams. The goal is to enhance the care experience and health outcomes of patients while promoting collaboration among care providers. To guide these efforts, Care Redesign Working Groups will be established with representation from patient partners and team members across each unit. The project will occur in several phases over the next few years, beginning with Adult Medicine, Child and Adolescent Mental Health (primarily outpatient), and Clinical Neurological Sciences.

Advancing our Strategic Plan

Redesigning care is a key transformation catalyst in our 2023-2027 Strategic Plan. With shifts in our workforce and increasing patient volumes, LHSC must adapt to better support Team LHSC, our patients and the communities we serve. The goal is to significantly enhance the care experience and health outcomes for our patients, from start to finish, and to optimize our work environment and the way we collaborate as professionals.

Key Elements of Indigenous Engagement

On Monday, March 18, members of Team LHSC attended a session titled 'Key Elements of Indigenous Engagement,' led by [Sandi Boucher](#), a proud member of Seine River First Nation, situated in Treaty #3 territory in northern Ontario. Sandi is widely known as an engaging speaker, a traditional knowledge keeper, and a bestselling author. During this session, participants had the opportunity to gain valuable insights from Sandi about the importance of creating authentic, meaningful Land Acknowledgements, creating safe spaces, and tackling issues of racism.

Advancing our Strategic Plan

By participating in this session, Team LHSC is proactively advancing our fundamental commitments. We are dedicated to cultivating inclusive and safe environments by dismantling oppressive systems, discrimination, racism, and bias, and addressing social determinants of health. Additionally, we are actively engaged in advancing truth and reconciliation efforts.

Molecular Imaging and Theranostics

LHSC and St. Joseph's Health Care London have renamed the Nuclear Medicine department as [Molecular Imaging and Theranostics](#), reflecting significant advancements in medical imaging and patient care over the past two decades. Dr. Narinder Paul, Department Head, Medical Imaging, has noted that molecular imaging provides detailed imaging at the molecular level, while theranostics combines therapeutics and diagnostics, enabling precise disease localization, targeted therapies, and assessment of treatment effectiveness. The transition to Molecular Imaging and Theranostics will occur gradually over the next year.

Advancing our Strategic Plan

London has a rich history in imaging research and innovation. The renaming of the Nuclear Medicine department to Molecular Imaging and Theranostics positions LHSC as a system leader in theranostics and reflects our commitment to enhancing patient care, research, and treatment options.

High school students visit LHSC

On Tuesday, March 19, Team LHSC welcomed 37 students from a local high school for a tour of Pathology and Laboratory Medicine (PaLM), Medical Imaging, and Radiation Therapy at the London Regional Cancer Program (LRCP). This visit provided an excellent opportunity to spark interest in these professions and encourage the students to consider pursuing a career in the diagnostic/medical field.



Advancing our Strategic Plan

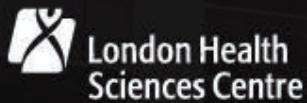
This tour is an example of how Team LHSC is building the teams of tomorrow by redesigning our workforce and implementing innovative practices in recruitment and retention.



Awards and recognitions

Rumina Morris participates in the ChangeMakers conference

Rumina Morris, Executive Director of LHSC's Office of Inclusion and Social Accountability, participated as a panelist in the "Unleashing Power through Diverse Leadership" session at the ChangeMakers conference, which was hosted by Kings and Brescia on April 6, 2024. The conference is tailored for young women, non-binary, two-spirited, and gender-fluid individuals in both university and high school settings.



MONTHLY CEO EXTERNAL LANDSCAPE REPORT

**BOARD OF DIRECTORS
APRIL 2024**

The past month included several important external announcements as we shared how Team LHSC is advancing our 2023-2027 Strategic Plan. It also included a number of health care funding announcements from government and external partners.



Media and public engagement

Media coverage

The Editorial Strategy and Media Relations team issued six proactive media stories in March. This included two LHSC media releases, two partner releases, a media pitch and a successful media event in partnership with Lawson Health Research Institute, St. Joseph's Health Care London and Health Canada. A total of eight reactive media requests were also fulfilled.

The following metrics highlight total media activity:

Total news media mentions (media exposure): 404

- Positive: 268 (66.3%)
- Neutral: 124 (30.7%)
- Negative: 12 (3%)

Total potential reach (number of people who saw LHSC mentioned in the news): 330 million

Earned media value (how much LHSC would have to spend on ad placement to achieve this type of coverage): \$4 million

Key phrases and trending key words most frequently associated with LHSC in media hits between March 1-27 included:

- 'Community'
- 'Compassionate care'
- 'Health outcomes'
- 'Experience'

Top stories by reach in March included:

- [Supporting health care providers through Lawson Health Research Institute - Yahoo Finance](#)
- [LHSC says ambulance offload times decreased by 70% - CTV News](#)
- [Mixed reality technology coming to LHSC – CTV News](#)
- [Helping hospital staff with harm reduction strategies – CTV News](#)
- [House of Hope building on 'early success' with development of new supportive housing – Global News](#)
- [LHSC says they cut down on ambulance offload times by 70% - CBC.CA](#)

Impact on LHSC

Through our March storytelling efforts, LHSC reinforced our position as a leader in innovation, showcasing how we're actively working to elevate the level of care we provide to patients within our hospitals and those in the broader community. Our earned coverage demonstrated how Team LHSC faces challenges impacting the health sector head-on by developing state-of-the-art solutions. We also saw the importance of having strong relationships with our local media outlets, as coverage often gets picked up province-wide, and is sometimes nationally and internationally, through the original local piece. This happened with both our ambulance offload times and mixed reality HoloLens stories. In fact, the HoloLens story was picked up by a popular news outlet in China that has a readership reach of 51 million.

Social media

The Editorial Strategy and Media Relations team posted 31 pieces of content across LHSC's social media platforms this month (Facebook, Instagram, LinkedIn and X). Content included a combination of patient stories, staff stories, recruitment content and highlighting hospital initiatives, all of which garnered positive sentiment and engagement for the month of March.

Total social media followers (across all platforms): 68,987 (+1,014 new followers, +1.5%)

**number of stakeholders/members of the public that see and have the potential to engage with LHSC's stories on a regular basis*

Total social media impressions: 303,778

**number of times posts across all LHSC social media platforms appeared on someone's screen*

Total social media engagements: 13,084

**number of people who liked, commented or shared LHSC's content/stories on social media*

Top social media posts by engagement in March included:

- [When to visit the UCC vs. the ED | Instagram](#)
- [International Women's Day | Facebook](#)
- [Visit from NDP Leader Marit Stiles | X](#)
- [Ambulance offload times | LinkedIn](#)

Impact on LHSC

Social media content in March left a positive impact on our audiences across platforms. The video featuring when to access the [St. Joseph's Urgent Care Centre and LHSC's Emergency Department's](#) was filmed in collaboration with St. Joseph's Health Care London and proved to be a success. The relaxed and informal video was one of our highest performing posts to date and was met with waves of comments from community members who found the video to be helpful. Additional content in March was met with positive feedback as we celebrated Team LHSC, which included recognizing two of our staff members during [International Women's Month](#). Additionally, our [ambulance offload times](#) feature saw mostly positive feedback from our hospital and community partners, specifically on LinkedIn.

Research awards supporting impactful projects like mixed reality in interventional radiology

A total of 15 research and quality improvement awards are being funded from the 2023 Academic Realignment Initiative Awards, totaling \$1.7 million over two years. These awards are already making an impact on care and innovation at LHSC. With funding from the inaugural round of awards in 2022, Jonathan Collier, Interventional Radiology Technologist, and Dr. David Hocking, Diagnostic and Interventional Radiologist, have pioneered the use of HoloLens technology to introduce mixed reality in interventional radiology. The team has developed software that allows physicians to use the HoloLens mixed reality headset to view medical imaging as holograms while they perform procedures, without needing to turn away from patients to view a stationary monitor. The technology is expected to make performing procedures easier and more accurate because it allows physicians to remain aware of their physical surroundings and maintain closer contact with patients. This story was covered by [CTV News](#), [The London Free Press](#), [London News Today \(Blackburn News\)](#), [BNN](#), and [iHeartRadio](#).

Impact on LHSC

The Academic Realignment Initiative Awards reflect LHSC's strategic commitment to embed research and learning throughout our operations. They are a key part of advancing excellence – one of the strategic priorities in our 2023-2027 Strategic Plan.

Harm reduction research improving care for patients who use substances

On March 25, Arielle Kayabaga, Member of Parliament (London West), announced \$72,768 in funding on behalf of the Honourable Ya'ara Saks, Minister of Mental Health and Addictions and Associate Minister of Health, for ongoing research at LHSC and St. Joseph's to advance harm reduction strategies in hospitals for people who use substances. The funding from Health Canada's Substance Use and Addictions Program was announced at LHSC's Victoria Hospital. The project was covered widely in local media, including [The London Free Press](#), [CTV News](#), AM980, CBC London and Blackburn and national [Global News \(National\)](#). Health Canada's release posted to Canada Newswire was also picked up by digital news sites in the U.S. including Times of San Diego and Washington Daily News.

Impact on LHSC

With education and training, this project is helping Team LHSC and our colleagues at St. Joseph's to increase our understanding of harm reduction and the lived experience of patients and providers. The research has found this results in improved patient and provider experiences. To date, over 400 staff have received training.





External landscape

2024 Ontario Budget released

On March 26, the, the Honourable Peter Bethlenfalvy, Ontario's Minister of Finance, tabled the 2024 [Ontario Budget](#). Highlights of health sector investments include:

- An expected increase of 4 per cent (\$965 million) in base funding for hospitals.
- Addressing health human resource challenges, including \$743 million to make permanent both the Extern Program and Supervised Practice Experience Partnership Program, increasing nursing enrolment and training programs, and \$50 million to help northern and rural communities attract and retain health-care workers.
- Investments in primary care, including \$546 million over three years for primary care teams.
- Enhancing access to care for northern Ontarians through a \$45 million increase of the Northern Health Travel Grant program over three years.
- Over the next 10 years, investing \$50 billion into health infrastructure, including \$36 billion in capital grants and \$620 over 10 years to address urgent infrastructure renewal needs.
- A commitment to a new medical school with York University focused on family medicine.
- Investment of \$12 million to establish a new Health Technology Accelerator Fund, enabling health-care service providers to purchase and leverage technology to enhance patient care.

Impact on LHSC

We welcome investments for hospitals, including the expected 4 per cent increase, and the investments in training more health-care professionals. We will share more information about the impacts of the 2024 Ontario Budget on LHSC as it becomes available.

Ontario Hospital Association offering a board self-assessment tool

The spring offering of the [Ontario Hospital Association's board self-assessment tool](#) is until April 26, 2024. The self-assessment is intended to help boards of Ontario hospitals self-assess to identify areas of strength and improvement. The tool consists of an online questionnaire that should be completed by each board member individually.

Impact on LHSC

This tool is available to all Ontario Hospital Association members and their boards, including LHSC.

Understanding Your Legal Accountabilities – A Guide for Ontario Hospitals

The Ontario Hospital Association has released the fifth edition of “Understanding Your Legal Accountabilities – A Guide for Ontario Hospitals.” This guide is intended to assist hospitals and health-care providers in understanding various legal accountabilities that apply to them. The Guide comprises two parts:

Part 1: Director Liability, which presents an overview of key statutory obligations for directors of Ontario public hospitals. It is intended to assist hospitals in addressing the numerous areas in which statutory liability can be imposed on directors; and

Part 2: Periodic Reporting Compliance, which gives a summary of major legislation and regulations with periodic reporting requirements (annual or otherwise).

Impact on LHSC

The guide is intended to assist hospitals like LHSC in managing these reporting requirements and to ensure they meet their obligations towards internal and external stakeholders.

Ontario creating new nurse-led outreach team in London

On March 14, 2024, the [Ontario government announced](#) it is helping long-term care residents connect to care in the comfort of their home and avoid unnecessary trips to the emergency department by expanding the nurse-led outreach team model across Ontario, including one in London. The new nurse-led outreach team in London will support approximately 3,500 residents across 24 long-term care homes in the area. The team consists of specialized nurse practitioners and registered nurses who provide residents convenient access to in-person and virtual consultations and care in the comfort of their long-term care home. They also work in partnership with emergency departments and long-term care homes to coordinate timely and rapid diagnostic services for residents, as part of the broad care provided to homes.

Impact on LHSC

Specialized nurse practitioners and registered nurses providing in-home care and consultations will help improve care for long-term care residents and potentially reduce the need for emergency department visits and hospital-based care.

Ontario Hospital Association launches Research Data and Impact (RDI) Financial Data Dashboard

The Ontario Hospital Association (OHA) has launched a new [Research Data and Impact \(RDI\) Financial Data Dashboard](#) for participating hospital members. The dashboard is a dynamic tool designed to provide a comprehensive view of historical data, enabling greater insight for strategic decision making. Members can dive deeper with features that allow for year-over-year comparisons and peer benchmarking, empowering institutions to measure performance across various domains.

Impact on LHSC

Through the new dashboard, Ontario Hospital Association members like LHSC will be able to review an interactive snapshot of Ontario's hospital-based research sector and compare results against aggregate data or similar institutions. This new tool could give hospitals key insights to data from provincial partners and assist with strategic decision making.