

**PRESIDENT AND CEO
REPORT TO THE BOARD AND COMMUNITY
SUMMER 2020**

DELIVER EXCELLENT CARE EXPERIENCES AND OUTCOMES

CRITICAL CARE

The coronavirus disease 2019 (COVID-19) pandemic has changed the requirements for staff personal protective equipment (PPE) during Code Blue/Pink resuscitation. Prior to the COVID-19 pandemic, PPE required during resuscitation was readily available in all patient rooms. As knowledge of this novel coronavirus emerged, so did the requirements for adequately protecting staff in different clinical situations. To ensure appropriate PPE is available, standardized kits were assembled, placed in totes and positioned on each of the 130 cardiac arrest carts at Victoria Hospital and University Hospital.

CHILDREN'S HOSPITAL UPDATES

Safe School Reopening considerations-- Infectious diseases experts from London Health Sciences Centre (LHSC) and Children's Hospital at LHSC have joined a group of experts from across Ontario to develop updated considerations for a safe school reopening amid the COVID-19 pandemic. The living document, [Updated COVID-19: Guidance for School Reopening](#), published July 29, 2020, builds on the initial set of recommendations put forward by The Hospital for Sick Children (SickKids) and Unity Health Toronto, with input from experts from a wide range of disciplines across the province.

The document's authors agree bringing children and youth back to school for in-person, full-time learning, with appropriate risk-mitigation strategies to ensure everyone's safety, is the ultimate goal. Together, they examined the latest evidence from around the world and reviewed the experiences from other jurisdictions to inform how students and staff in Ontario can safely return to school in September. However, as research into COVID-19 continues to rapidly evolve, the authors caution the document may need to be updated accordingly. The authors drafted and accepted the guidance statements based on consensus and highlighted areas of disagreement as additional viewpoints.

The new document represents a refinement of the previous recommendations with additional considerations for a spectrum of stakeholders as they prepare to return to school. It highlights the need to consider the epidemiology of COVID-19 in decision making and provides recommended health and safety measures, with age and developmental considerations, to support schools in keeping students, staff and their families safe. The authors stress that keeping schools open safely will be facilitated by low rates of community transmission and everyone has a significant role in adhering to public health recommendations to keep community transmission as low as possible. It also emphasizes the importance of monitoring the impact of school reopening on the transmission in the community.

With the expert group led by SickKids, the document was a collaborative effort between Children's Hospital at LHSC, SickKids, CHEO, Holland Bloorview Kids Rehabilitation Hospital, Kingston Health Sciences Centre, McMaster Children's Hospital and Unity Health. Paediatric and adult infectious diseases specialists, epidemiologists, paediatricians, psychiatrists, public health officials, teachers and parents provided input.

Paediatric Medical Day Unit (PMDU) - Paediatric patients with Cystic Fibrosis requiring throat swabs or sputum collection for routine microbiology surveillance are now presenting to Children's Hospital via a 'drive up' clinic. The Nurse Case Manager (NCM) attends the vehicle to obtain the specimen, enabling vulnerable children to avoid coming inside the PMDU. Feedback from patients and caregivers has been overwhelmingly positive.

CARDIAC CARE

This year, the Nurse Practitioners (NP) from Cardiac Care were recognized for their outstanding work and dedication to the patients and the program.

This group worked together to implement the use of the Advanced Clinical Notes tool (auto-authentication and fax to General Practitioner) for all discharge summaries they complete. By ensuring the timeliness of discharge summaries, the NPs are providing a basis for continuing safe, quality patient care and outcomes post-discharge and reducing the risk of re-hospitalization. As a result of their hard work and dedication, the overall Cardiac Care program's performance on the "Discharge Summaries Within 48 Hours" metric reported on the corporate Balanced Scorecard has improved by nearly 30% over the last 18 months.

DIAGNOSTIC SERVICES – PATHOLOGY AND LABORATORY MEDICINE

Pathology and Laboratory Medicine (PaLM) team has reached a critical milestone in testing volumes for COVID-19. PaLM first began processing COVID-19 test swabs in mid-March with the goal of building from an initial 50 tests per day volume to 3,000 tests per day. The PaLM team has now surpassed that initial milestone as they continue to build further testing capacity in service. PaLM has been regularly meeting a 24-hour turnaround time for COVID-19 testing results, even while increasing capacity to sixty-times the initial volume, using highly innovative digital solutions. Working together with Information Technology Services, the lab has developed online test ordering tools, connectivity between the various health information systems that are used by clinicians to order tests and receive results, as well as digital solutions for accurately entering hundreds of results at a time. Together these novel technologies benefit all hospitals and assessment centres across Southwestern Ontario, speeding up testing and ensuring high-quality results every time.

ENVIRONMENTAL SUSTAINABILITY

Facilities Management has engaged in development of Greenhouse Gas Carbon Reduction analysis and report. The report is to identify opportunities for energy and environmental investment for changes. As the country, province and local municipalities face challenges with regards to greenhouse gas's and carbon reduction and reducing our energy footprint, this plan will lay a foundational approach to facilities management to be able to support LHSC's corporate sustainability vision.

This report has commenced in June and will continue to early 2021 before being completed.

CLINICAL DOCUMENTATION ONECHART RELAUNCH:

Work continues in preparation for the re-launch of the Clinical Documentation Project tentatively scheduled to kick off in September 2020. The PowerChart team continues to build and update clinical documentation for Nursing and Health Disciplines. Physician training on Dynamic Documentation for Pediatric Oncologists continues.

The Epilepsy Monitoring Unit (EMU) went live on July 27, 2020 with electronic nursing documentation with great success and adoption. Minimal issues noted, and were mostly related to providers and allied health needing help finding patient information in the chart.

Bedside Medical Device Integration (BMDI) went live in Pediatrics Emergency department, and again, this was a huge success and adoption was seamless. This is a significant time-saver for our clinicians and vital signs are pushed directly into Cerner eliminating manual data entry and eliminates risk of error.

The Biomed support for the OneChart device integration at UH and VH is going well with little to no issues coming back related to the Biomed supported work.

LHSC VOLUNTEERS SERVICE UPDATE

Some volunteers have returned to select wayfinding stations Monday-Friday from 8am-12pm beginning August 4. The volunteers are thrilled to be back and are looking forward to the resumption of their services.

The Gift Shops are currently preparing for two gift shops to reopen in the near future (TBD) including the installation of protective plexiglass barriers at:

- o B1, Victoria's Place at Victoria Hospital
- o The Gift Shop at University Hospital

For remaining volunteers, an information sheet and training package was sent so they can each make an informed decision about their eventual return, when the time comes for their role to resume.

BALANCED SCORE CARD 2020/21

The Quality & Performance team finalized the Balanced Score Card (BSC) for 2020/21. The new scorecard includes thirty-one total corporate indicators and 61 assigned indicators. For Q1 reporting, leaders have been asked to complete their full analysis in the Healthcare Performance Collaboration Platform (HPCP) by August 7. To support effective performance reporting across LHSC, Quality and Performance and Decision Support built Healthcare performance Collaboration Platform (HPCP) with some key deliverables:

1. A communication platform to facilitate teamwork on effective performance analysis and management; support strengthened transparency and accountability and share, promote and align best practices across LHSC.
2. Shift analysis focus from data to impact, strategies and actions

3. A handy tool to empower users to focus on their expertise by organizing data around the end-users (one-stop shop, 3-5 clicks away)

New metrics have been added as part of the 2020/21 fiscal period. They are included below:

Corporate:

1. Falls with Significant Injury – rate (QIP)
2. Number of Never Events (QIP)
3. Student Satisfaction
4. Average Length of Stay (Days)
5. Readmissions Raw Count
6. Hospital Standardized Mortality Ratio (HSMR)
7. People Wellness: self-perception of stress (QIP)
8. People Wellness: self-perception of support (QIP)
9. Overtime Hours Consecutive Weekends

Assigned:

1. COVID-19 Infection – Hospital Transmission
2. Percent of Complaints Acknowledged within 5 days
3. Access of Interpretation Services
4. Sepsis Rate (per 1000)
5. Staff and Physician Communication and Engagement
6. People Wellness Response Rate

ORGANIZATIONAL DEVELOPMENT

Aligned with the forthcoming LHSC People Plan, People & Culture established the Centre for People, Learning & Organizational Development demonstrating its commitment to the strategic priority to grow and empower our people. The value of and need for increased development was voiced by staff in both the 2017 and 2019 organizational engagement surveys. The need to rapidly launch capability-building programs and evidence-based behaviour change interventions is more relevant in these times than ever.

Through collaborative partnerships and innovative programming, the Centre will deliver transformative learning, development and organizational development initiatives to build capability in people, teams and the organization. Offerings and services will be open to LHSC employees, leaders, physicians and our system partners to support building capability both internally and across systems.

WORKING TOGETHER TO SERVE OTHERS

INDIGENOUS CULTURAL CENTRE

The Indigenous Cultural Centre is part of LHSC's work with Atlohsa Family Healing Services, a non-profit, charitable organization that provides community members with Indigenous-led programming and services.

The space features a central ceremonial area in a traditional circle layout, with adequate space for physical distancing, and able to accommodate up to 19 people once physical distancing requirements are eased in the future. Interior design features traditional colours, artwork, and motifs. The new Centre is located at Victoria Hospital, Zone E, Level 1, to allow for easy public

access. The design was completed by Matter Architecture in consultation with Atlohsa Family Healing Services.

Construction is scheduled to be completed in the fall.

PRESIDENT'S AWARD PROGRAM

The [President's Award Program](#) is a valued opportunity to recognize our colleagues for the extraordinary work they do. However, it is no secret that 2020 has been a year of unprecedented challenge.

As a result of the ongoing uncertainty caused by the COVID-19 pandemic, the President's Award Steering Committee has made the difficult decision to temporarily pause the program for 2020. It was important to the committee that all potential nominees and recipients had the same opportunities for recognition and celebration that have been afforded prior participants, and it was felt that uncertainty around what this fall will bring could impact those opportunities.

As part of the rolling nomination period, nomination packages can be submitted at any time, but will be held for review by selection committees until the program resumes in the fall of 2021.

In the meantime, please watch for details on a new recognition opportunity that will launch later this fall, giving every individual at LHSC an opportunity to recognize one another for their continued commitment and dedication to those we serve.

HEALTH CARE REGIONAL UPDATES

WESTERN ONTARIO HEALTH TEAM

The Ontario government has recently announced five new Ontario Health Teams and will be providing additional funding to better connect care.

The five new Ontario Health Teams are:

- Algoma Ontario Health Team in Algoma District;
- Niagara Ontario Health Team in Niagara Region;
- Ottawa East Ontario Health Team in Eastern Ottawa, Eastern Champlain and a certain portion of Ottawa Centre, offering services in both official languages;
- Western Ontario Health Team in London-Middlesex; and
- Western York Region Ontario Health Team in Vaughan, Richmond Hill and King City.

Ontario Health Teams bring together health care providers to work as one team to improve patient outcomes. Through an Ontario Health Team, patients will experience easier transitions from one provider to another, including, for example, between hospitals and home care providers, with one patient story, one patient record and one care plan. Patients and families will also have access to 24/7 navigation and care coordination services.

The province is also investing up to \$25.25 million to directly support the 29 approved Ontario Health Teams. Of this funding, \$9.5 million will be dedicated to virtual care, which will provide more support for vulnerable populations and individuals who have tested positive for COVID-19. With the remaining \$15.75 million, each Ontario Health Team will receive up to \$375,000, to be used for:

- Expanding digital care, including training, education and purchasing new tools and technology for virtual visits, booking online appointments and patient portals;

- Dedicated human resources to help develop and implement this new model of care, including more collaborative responses to COVID-19; and
- Purchasing business information tools to measure the performance and outcomes of the Ontario Health Team model.

Last year, the Ontario government began implementing its plan to build a new, integrated health care system for patients by announcing the first 24 Ontario Health Teams and Ontario Health, a single agency to oversee quality health care delivery, and improve clinical guidance and support for providers. The strong partnerships and integrated care established by Ontario Health Teams and Ontario Health has helped better position the province to respond quickly and effectively to COVID-19. As Ontario Health Teams continue to expand across the province, these partnerships and the lessons learned will also help better prepare the province for a potential second wave of COVID-19 and flu season.

LHSC IN THE NEWS

MEDIA MONITORING REPORT: JULY 11, 2020 – AUGUST 10, 2020

SUMMARY

- **16** stories were posted on the public website
- **126** media stories referenced LHSC and our partners (**69** positive, **8** negative and **49** neutral)
- **18** media inquiries were managed

HIGHLIGHTS

1. LHSC's Surgi-Centre surpasses milestone of 100 patients

The new Surgi-Centre, which opened in early 2020 across from Victoria Hospital on Baseline Road, has completed more than 100 surgeries. The site currently focuses on low-risk orthopaedic and sports medicine surgeries. Since the Surgi-Centre model enables lower complexity procedures to be successfully performed, it helps to improve patient experience, efficiency, and reduces cost by streamlining processes, equipment and staff. This was shared on our external website, our social media outlets (Facebook, Twitter, and Instagram), and it was a [segment on CTV News'](#) on-air news at six o'clock (segment starts at 10:50 mark).

2. Dr. Paul Woods, CEO details personal journey as an LHSC patient during the beginning of the pandemic

Dr. Paul Woods, who had to step away as CEO while he was sick, shared his experience as a patient for the organization he leads. He spoke highly of his colleagues who stepped up to fill his leadership role while he was receiving treatment, and of the staff and physicians who helped him through his diagnosis, treatment, and recovery journey in the hospital. Dr. Woods' story was shared in [CTV News](#) and [Global News](#).

3. Lawson Health Research Institute is studying the impact of the pandemic on health care workers' health and well-being

Lawson researchers are studying to understand the mental and physical distress health care workers have experienced during the pandemic response in hopes of learning how to minimize the negative health effects in the future. [CTV News](#), [Global News](#), and [The](#)

[London Free Press](#), reported on this locally, and the story was also published provincially in [The Sudbury Star](#).

4. Lawson researchers study inhaled sedatives as an alternative to IV sedatives due to IV drug shortages

A team from Lawson Health Research Institute are studying whether inhaled sedatives can be used instead of intravenous (IV) sedatives for COVID-19 patients requiring ventilation. There is a global shortage of IV sedatives, and this study hopes to address this as well as also planning a sub-study to assess whether use of the IV or inhaled sedative results in better cognitive outcomes after treatment. News of this study was shared [locally](#), [provincially](#), and [internationally](#).

Respectfully Submitted,

Paul Woods
President and CEO

Our Mission

LHSC is a leading academic health organization committed to collaborating with patients, families and system partners to:

- Deliver excellent care experiences and outcomes;
- Educate the health-care providers of tomorrow; and
- Advance new discoveries and innovations that optimize the health and wellbeing of those we serve