



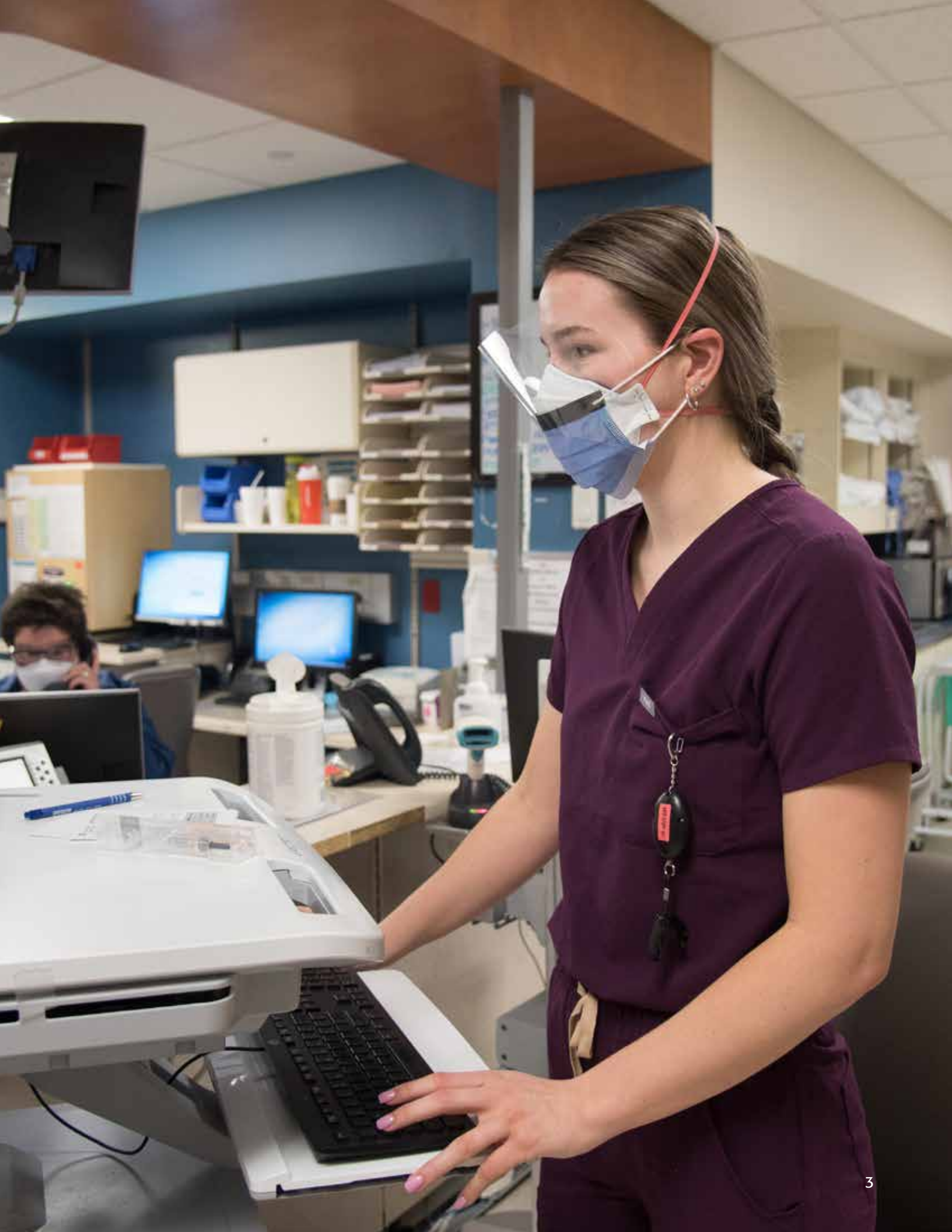
2021 - 2022

# ANNUAL REPORT

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# Message from Phyllis Retty

Chair, Board of Directors

This was a defining year for London Health Sciences Centre (LHSC), marked first and foremost by the ongoing pandemic. LHSC's Board of Directors was once again inspired by the staff, physicians, researchers, learners and volunteers who pushed through fatigue to care for our community during successive waves of COVID-19. It was a challenging year, but we are grateful for Team LHSC's dedication.

An evolution began this past year with a tremendous amount of governance work accomplished. The pandemic has made a permanent impact on health care, accelerating the adoption of technologies like virtual care and introducing new system partnerships. And Ontario's health system is transforming with a focus on increased collaboration, integration and regionalization of care. To continue providing quality care to the community, LHSC must build on its legacy and transform with the system.

In November, we announced the appointment of Dr. Jackie Schleifer Taylor as President and CEO to lead LHSC into this future. Dr. Schleifer Taylor is an inspiring and transformative leader with a strong vision for LHSC – one that aligns to system transformation and LHSC's mission. She has made tangible strides already to strengthen LHSC's presence and partnerships.

As Chair of the Board, I want to share my gratitude to Dr. Schleifer Taylor and every member of Team LHSC for their outstanding efforts over this past year. I also want to extend my appreciation to the volunteer members of LHSC's Board of Directors who I have the privilege of serving alongside.

As we move into a new year, our Board is energized by the possibilities of the future. Together, we will continue to prepare, respond and serve in the best interest of LHSC and its people – including patients and families.





# Message from Dr. Jackie Schleifer Taylor

President and CEO

When reflecting on this past year, I am reminded of the complexities of our experience at London Health Sciences Centre (LHSC) and the ways in which in our people showed up daily to meet the moment.

Our team faced the second year of a global pandemic and the many challenges that came with it. It tested our resolve, strained our resources and continued to impact the community around us. And yet despite fatigue, our team members persevered to serve the needs of our community.

Each wave of the pandemic has brought unique challenges – ones that Team LHSC has effectively navigated under the guidance of our COVID-19 Operations Executive. This committee ensured our pandemic response was embedded in daily operations so that we were prepared for whatever came our way.

The pandemic has reminded us of the importance of relationships. Other health care needs have persisted over the past two years and we are seeing more patients needing care. At LHSC, we are partnering in new ways to ensure patients are receiving the best possible care in the right place at the right time. From local to national partnerships, we are forging and strengthening relationships to serve the needs of our community to ensure a bright future.

As we think about the future, I believe innovation is our pathway. This past year, we made a commitment to advancing our legacy of research and innovation at LHSC, starting with our Academic Realignment Initiative. This partnership with London Health Sciences Foundation and Children's Health Foundation directly supports the curiosity of our people by funding research and quality improvement awards.

As I reflect on this past year, I think of many stories – the challenges, care, innovation, collaboration and people. This report contains snapshots of those stories – how we prepare, respond and serve, and who we are at LHSC. But our story extends far beyond these pages. It's a story that lives within our walls and with our people every day. It's a story that continues to be written – one full of possibility.



# How we prepare





## Part of a system: Load-leveiling across critical care centres

In April 2021, more than 500 COVID-19 patients were receiving critical care across Ontario, with numbers increasing daily. Plans emerged at the Ontario Critical Care COVID-19 Command Table to transfer COVID-19 patients from hard-hit areas to LHSC, as we were well-positioned to receive patients from regions struggling to maintain capacity for essential services.

On average during this time, more than half of the daily total of COVID-19 positive critical care patients at LHSC were transfers from out of the region.

In partnership with Middlesex-London Paramedic Service, a critical transport team was established consisting of physicians, respiratory therapists and registered nurses. This team helped transfer stable critically ill COVID-19 patients throughout the region from Windsor to the Greater Toronto Area.

By the end of May, LHSC began accepting a small number of critical care patients from Manitoba to offset their critical care pressures.

LHSC played an important role as part of the provincial Critical Care System in ensuring critical care remained available to Canadians who needed it, through load-leveiling support efforts.

## Clinical educators train nurses to work in critical care

Since March 2020, more than 150 nurses were trained from other areas of the hospital to work in critical care units. Redeployed nurses supported critical care staff who provided care to COVID-19 patients.

# How we respond



For context  
about the  
**1M**  
milestone:

**200** = **1**  
**YEARS** = **MILLION**

It would take nearly 200 years of normal seasonal influenza testing volumes to reach an equivalent of 1 million tests performed.

# A vaccinated workforce

Starting in May, LHSC team members were encouraged to roll up their sleeves and #GetVaxxed.

The #GetVaxxed campaign, along with the subsequent mandatory vaccine policy, contributed to a 99.2 per cent vaccination rate among staff and physicians.

While we did part ways with less than one per cent of our workforce, this step ensured LHSC remained a safe place to receive care.

# Supporting COVID-19 health information

In May 2021, the Microbiology team within Pathology and Laboratory Medicine (PaLM) reached the milestone of processing more than 1 million COVID-19 test swabs. PaLM is a joint venture of London Health Sciences Centre and St. Joseph's Health Care London.

Testing data told the story of local rates of positivity and assisted with variant tracking, helping to inform important public health decisions aimed at reducing the spread of COVID-19. Most importantly the diagnostic information allowed residents across our region to take action to protect their health, and gave the needed certainty to teams in hospitals, long-term care homes, and other organizations to safely care for patients and best protect health care workers.

COVID-19 lab testing began at LHSC in March 2020 to add capacity to the provincial laboratory testing system, and with a robust digitized process in place we ensured our time to results consistently outperformed the provincial target of 24-48 hours.



If we laid out the swabs tested end to end, they would reach from London to Windsor, or from London to Owen Sound – two of the many communities that PaLM serves with COVID-19 testing.



# How we serve



## Making a global impact on heart valve repairs

Cardiac surgeons at LHSC are part of a global team changing the repair of leaky heart valves – a common condition where blood flows backward into the heart. Traditionally, surgeries have focused on repairing the mitral valve only, relying on medications to treat the tricuspid valve.

Collaborating with the global Cardiothoracic Surgical Trials Network, Dr. Michael Chu and LHSC's cardiac surgery team played a leading role in an international clinical trial with more than 400 patients, in which they repaired both heart valves at the same time. The findings suggest patients experience less heart valve leakage when both heart valves are repaired simultaneously. Published in the *New England Journal of Medicine*, this research will change the way surgical teams worldwide approach heart valve repairs in the future.

## Addressing moral injury in health care workers

The pandemic has been challenging for health care workers. Many have experienced mental health concerns and some have suffered a type of trauma known as moral injury – a form of psychological distress following events that conflict with deeply held moral standards.

Dr. Ruth Lanius, a psychiatrist at LHSC, launched a study to examine the effects of moral injury on the brains of 60 health care workers. The goal is to better understand what parts of the brain are activated by moral injury to develop targeted therapies.

## Advancing sepsis care

Our researchers are advancing therapies for sepsis – a life-threatening condition where excessive inflammation is triggered by the body’s response to an infection like COVID-19.

Dr. Gediminas Cepinskas is examining the use of small non-toxic concentrations of carbon monoxide-releasing molecules which can offer strong protective and anti-inflammatory effects. In preclinical studies, Dr. Cepinskas’ team found these molecules can protect cells in the liver, lungs, heart and brain from sepsis-induced inflammation.

Meanwhile, Drs. Claudio Martin and Qingping Feng are studying a human protein called annexin A5 to treat sepsis in patients with COVID-19. A clinical trial funded through the Ontario COVID-19 Rapid Research Fund has begun, with the hope of protecting patients’ lungs and other organs from severe inflammation.







## Renovations to improve MDR service

To meet accreditation standards for 2023, the Medical Device Reprocessing (MDR) unit at University Hospital completed its capital renovations. The MDR unit is where medical equipment is cleaned, sterilized and prepared. In collaboration with Facilities Management and the construction company, the team successfully replaced two large steam sterilizers and the ceiling to bring them up to standards, to ensure patient safety.

# Who we are



## LHSC recognized for surgical and transplant excellence

The Trillium Gift of Life Network awarded LHSC's Multi-Organ Transplant Program the 2020 Provincial Conversion Rate Award, and an Award of Excellence in 2021.

The American College of Surgeons National Surgical Quality Improvement Program (ACS NSQIP®) recognized LHSC as one of 90 ACS NSQIP participating hospitals that achieved meritorious outcomes for surgical patient care in 2020.





## Standing with our Muslim colleagues and community

On June 6, 2021, four of five members of the Afzaal family were killed in an act of terror.

In the midst of outrage, Team LHSC came together to care for these patients, supported each other and stood arm-in arm in solidarity with our Muslim community, condemning and denouncing racism, intolerance and hate in all of its forms.





## National Indigenous History Month and National Indigenous Peoples Day

The Indigenous Health Team at LHSC expanded this past year, welcoming a facilitator to assist with safe discharge planning and a youth wellness consultant who works out of Children's Hospital. The team members help ensure equitable care for patients attending hospital and are an invaluable resource for LHSC staff. The Indigenous Healing Space was created in partnership with Atlohso Family Healing Services to provide a safe space within the hospital with services that extend to the bedside.

During National Indigenous Peoples Day, LHSC paused to acknowledge the current impact Residential Schools have had in this country, with the last school closed in 1996. There were 90 different gravesites with more than 1,300 undocumented or unmarked graves of children that went to Residential Schools across Canada. LHSC affirmed its commitment to reconciliation with staff and physicians encouraged to sign a reconciliation pledge taking ownership of the care provided to Indigenous peoples at LHSC.





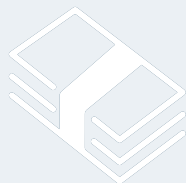
## Holiday Food Drive and United Way corporate fundraisers

Each year, holiday corporate fundraisers for United Way and the London Food Bank take place giving staff and physicians an opportunity to give back to our community.

The United Way campaign, which ran from October to December 2021, raised a total of **\$135,564.81**.

Holiday food drive results

From November 16 - December 3



Raised  
**\$4,960**



Approximately  
**1,700 lbs**  
of food



# Pride 2021

To celebrate the diversity of the lesbian, gay, bisexual, transgender and intersex community, the Progress Pride flags were raised at University, Children's and Victoria hospitals in July 2021. The Progress Pride flags symbolize a commitment to support the 2SLGBTQ+ community and for LHSC this means providing accessible and equitable health care.





## Youth CoRE program helps adolescents cope with hospital

Youth CoRE is one of the first peer-support programs of its kind in Canada. Made possible by funding from Children's Health Foundation, the program focuses on connecting adolescent patients (ages 12 to 18) with youth facilitators who have lived experiences at Children's Hospital. After beginning to see patients in October 2019, the program was quickly impacted by the start of the COVID-19 pandemic in early 2020. They started again in June 2020 after receiving approval from Infection Prevention and Control.

Youth CoRE is available seven days a week and is led by two youth facilitators, Lew Shatil and Hashir Imtiaz, both of whom have spent time at Children's Hospital. They interact with their adolescent patients in a social setting and encourage them to lead the conversations and talk about their feelings and anxieties. In addition to visits, the team 'checks-in' with patients every day to make sure they have what they need.

Shatil and Imtiaz conduct roughly five visits per day and have, to date, had 1,439 interactions with patients at Children's Hospital.



## Paediatric Chronic Pain team develops virtual response to pain treatment during pandemic

The COVID-19 pandemic presented new barriers to the outpatient Paediatric Chronic Pain program at Children's Hospital. As the pandemic expanded and evolved, patients in the program expressed an increase in their pain experience due to a number of factors related to the pandemic. Caregivers were at a loss as to how to best support their children and youth through their pain.

To meet the moment, the Paediatric Chronic Pain team developed a virtual response to treatment. The team created the "Know Pain, Know Gain for Adolescents" and "Know Pain, No Gain for Caregivers" eight-week interdisciplinary virtual group seminars where youth and families have had access to resources and treatment using psycho-education, psychotherapy, clinical nursing, physiotherapy, psychology, pharmacology and social work.

The team recently received grant funding to manualize the program so that they can ultimately make it available for other pain centres around the world.





# Financial Reporting

## Message from Terry Marcus

Treasurer, Board of Directors

I am pleased to report on the financial results of London Health Sciences Centre (LHSC) for the fiscal year ended March 31, 2022. This has been another extraordinary year that saw the Resource and Audit Committee meet the moment by remaining fiscally prudent in the stewardship of resources entrusted to LHSC.

For fiscal 2021/22, we balanced our revenues and expenses ending the year in a break-even financial position. This achievement is testament to the commitment and agility of our people – it's a collective achievement during challenging circumstances. On behalf of the Resource and Audit Committee, I would like to thank our physicians, staff, and management for their commitment to putting patients at the centre of everything we do. Furthermore, I would like to sincerely thank the volunteer members of the Committee for their dedication in serving our hospital and community.

I would also like to thank our funding partners, the Ministry of Health, Ontario Health West, and our partner health-care and community organizations who enable us to deliver innovative care.

Our balanced financial position provides a positive and sustainable platform for our next challenge: a long and steady road to recovery. We will be firm in our focus on ensuring the wellness of our workforce, unwavering in addressing our backlog and meeting the growing non-Covid related health needs of our community.

# Financials

## Independent Auditors' Report on the Summary Financial Statements

To the Board of Directors of London Health Sciences Centre

### Opinion

The summary financial statements, which comprise the summary statement of financial position as at March 31, 2022, and the summary statements of operations and summary statement of cash flows for the year then ended, and related notes, are derived from the audited financial statements of **London Health Sciences Centre** for the year ended March 31, 2022.

In our opinion, the accompanying summary financial statements are consistent in all material respects, with the audited financial statements, in accordance with the basis of presentation note.

### Summary Financial Statements

The summary financial statements do not contain all the disclosures required by Canadian public sector accounting standards. Reading the summary financial statements and the auditor's report thereon, therefore, is not a substitute for reading the audited financial statements and the auditor's report thereon. The summary financial statements and the audited financial statements do not reflect the effects of events that occurred subsequent to the date of our report on the audited financial statements.



## The Audited Financial Statements and Our Report Thereon

We expressed an unmodified audit opinion on the audited financial statements in our report dated May 31, 2022.

### Management's responsibility for the summary financial statements

Management is responsible for the preparation of a summary of the audited financial statements on the basis described in the basis of presentation note.

### Auditors' responsibility

Our responsibility is to express an opinion on whether the summary financial statements are consistent in all material respects, with the audited financial statements based on our procedures, which were conducted in accordance with Canadian Auditing Standard 810, "Engagements to Report on Summary Financial Statements."

London, Canada  
June 29, 2022

(signed) Ernst & Young LLP  
Chartered Professional Accountants  
Licensed Public Accountants

# Management's Summary Financial Results – March 31, 2022

## Summary Statement of Financial Position

London Health Sciences Centre (LHSC) was able to maintain a solid financial position during the past fiscal year. Liquidity remained above minimum thresholds despite an uncertain funding environment and the continuing impact of the COVID-19 pandemic response. LHSC's current ratio of 1.37 continues to reflect a strong balance sheet. Current and long-term obligations under various debt agreements are adequately covered, based on the current cash position. Looking ahead, LHSC will employ deliberate strategies to bolster our workforce and address the health service backlog and needs of our growing community, whilst remaining financially responsible.

## Summary Statement of Operations

LHSC ended the year with a deficit of \$167K. This position is mainly the result of one-time funding that offset overages in compensation, medical/surgical supplies, drug costs and other costs incurred related both to the COVID-19 pandemic response and other operational pressures. Health care and general inflation along with health human resource constraints continue to challenge the ability of LHSC to balance operations.

## Summary Statement of Cash Flows

LHSC invested \$37.2 million in clinical capital, building service equipment, information systems and buildings during the year. This figure includes \$2.8 million of capital related to the COVID-19 response. In addition, LHSC spent \$23.2 million in externally funded or recoverable capital projects.

Capital spending is financed through a combination of operations, debt and deferred contributions from both levels of government, the London Health Sciences Foundation and Children's Health Foundation.

Current assets include restricted cash and portfolio investments of \$8.4 million in order to discharge certain future obligations and \$254.2 million in unrestricted cash and cash equivalents.

## Basis of Presentation

The information contained in the summary financial statements is in agreement with the related information in the complete audited financial statements. The summary financial statements contain major subtotals and totals from the complete audited financial statements.

# Summary Statement of Operations

Year ended	March 31, 2022	March 31, 2021
	(000's)	(000's)
<b>REVENUE</b>		
Ministry of Health and Ontario Health	1,253,559	1,183,052
Other	199,940	188,961
	<b>1,453,499</b>	<b>1,372,013</b>
<b>EXPENSES</b>		
Salaries and benefits	925,937	867,406
Other	527,729	503,703
	<b>1,453,666</b>	<b>1,371,109</b>
<b>EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSES</b>	<b>(167)</b>	<b>904</b>



# Summary Statement of Cash Flows

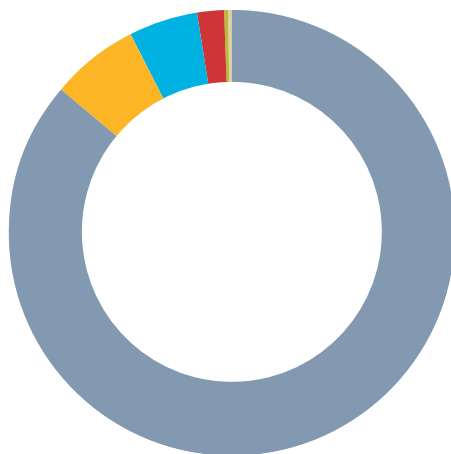
Year ended	March 31, 2022	March 31, 2021
	(000's)	(000's)
<b>CASH PROVIDED BY (USED IN):</b>		
Operating Activities	98,756	19,199
Financing Activities	39,807	30,729
Investing Activities	1,554	1,658
Capital Activities	(60,356)	(69,268)
<b>Net increase (decrease) in cash and cash equivalents</b>	<b>79,761</b>	<b>(17,682)</b>
<b>Cash and cash equivalents, beginning of year</b>	<b>174,412</b>	<b>192,094</b>
<b>Cash and cash equivalents, end of year</b>	<b>254,173</b>	<b>174,412</b>

# Summary Statement of Financial Position

As at	March 31, 2022	March 31, 2021
	(000's)	(000's)
<b>ASSETS</b>		
Current assets	418,910	338,441
Restricted cash and investments	13,641	14,874
Capital assets, net	935,752	935,060
	<b>1,368,303</b>	<b>1,288,375</b>
<b>LIABILITIES, DEFERRED CONTRIBUTIONS, NET ASSETS AND REMEASUREMENT LOSSES</b>		
Current liabilities	304,886	246,548
Long-term liabilities and deferred contributions	766,546	751,602
Internally restricted net assets	31,781	7,203
Unrestricted net assets	268,840	293,585
Accumulated remeasurement losses	(3,750)	(10,563)
	<b>1,368,303</b>	<b>1,288,375</b>

## Total Revenue (%) by Type

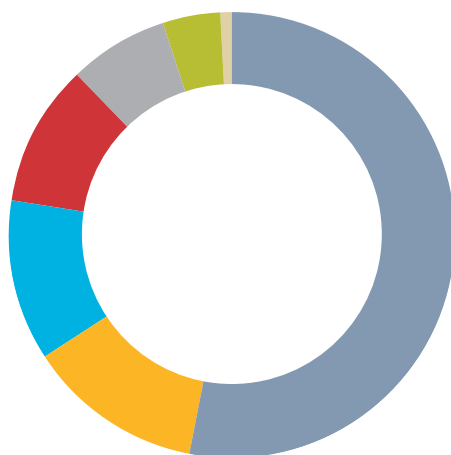
(\$1,453 MILLION)



- MOH and OH 86.2%
- Non-patient 6.5%
- Patient 4.8%
- Preferred accommodation 2.0%
- Amortization of deferred capital contributions 0.4%
- Interest 0.1%

## Total Expense (%) by Cost Component

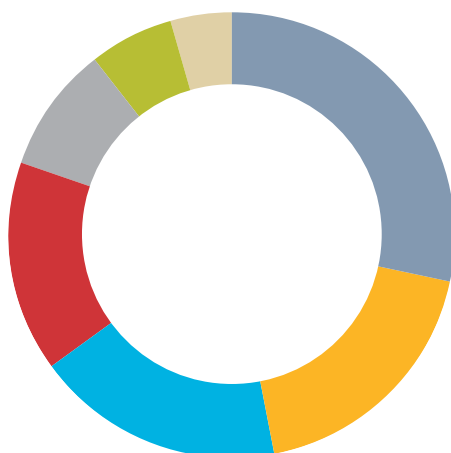
(\$1,454 MILLION)



- Salaries and wages 53.2%
- Supplies and other 12.9%
- Drugs 11.4%
- Employee benefits 10.5%
- Medical and surgical supplies 7.1%
- Amortization of capital assets 4.3%
- Interest and other 0.6%

## Total Expenses (%) by Type

(\$1,454 MILLION)



- Inpatient Services 28.5%
- Administration and Support 18.6%
- Diagnostic & Therapeutic 18.0%
- Outpatient Services 15.3%
- Undistributed 9.1%
- Other Votes 6.2%
- Amortization 4.3%

# 2021- 2022 Annual Report



London Health  
Sciences Centre



**Children's Hospital**  
London Health Sciences Centre