



London Health
Sciences Centre



Children's Hospital
London Health Sciences Centre

Community Advisory Committee Surveys Report



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About the Surveys

London Health Sciences Centre (LHSC) is on a journey to improve its governance, finances and operations – a journey that our team, patients, families, and community are interested and invested in.

To foster direct connections between LHSC and the community it serves, a Community Advisory Committee (CAC) was formed in October 2024. In November 2024, the CAC launched two surveys – one to gather input from LHSC staff, physicians, volunteers, and patient partners, and another to engage the public. The surveys were designed to capture the perceptions of both Team LHSC and the community we serve on priorities, experiences and opportunities for improvement. Insights are being used by the CAC and LHSC leadership to inform strategic and operational improvements, helping to prioritize strategies and initiatives.

Both surveys were open from November 19, 2024, to January 8, 2025, and were offered in seven languages. A total of 4,000 responses were received.

Results were used by the CAC and LHSC executive leadership to develop an action plan for addressing feedback. The enclosed report contains a summary of survey results and recommended actions based on these findings.

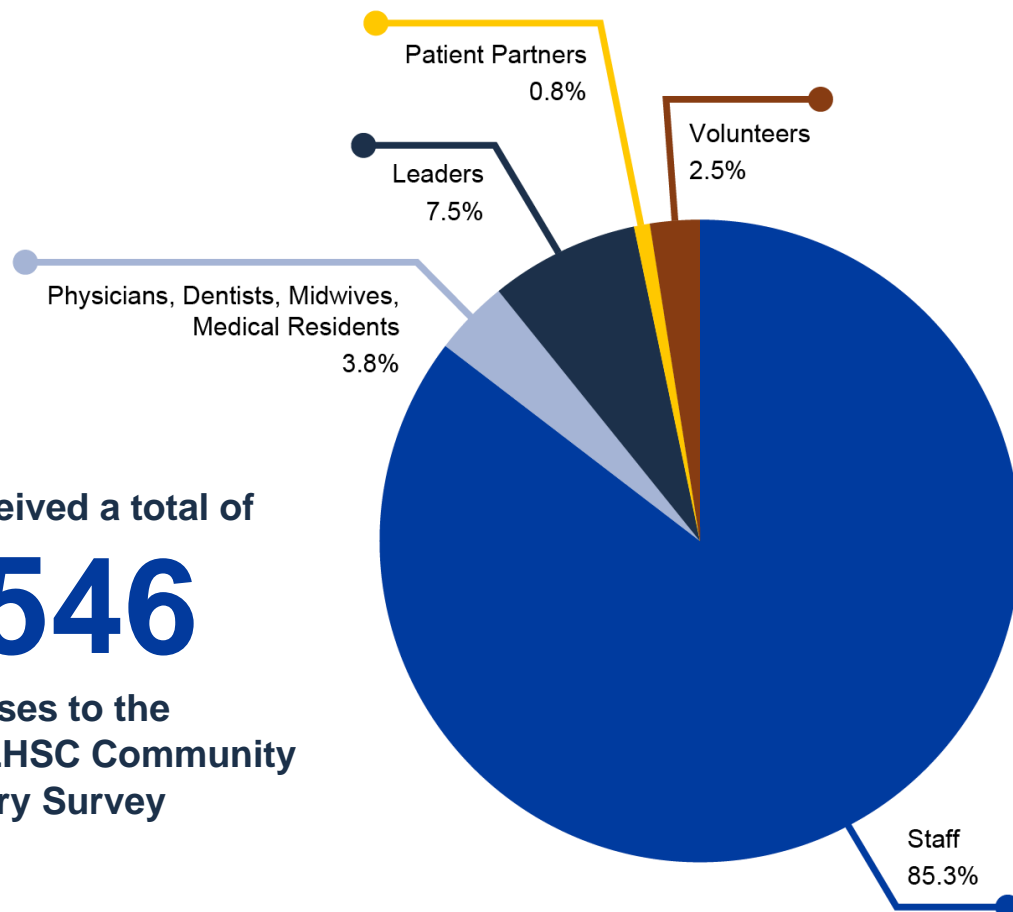
Survey Distribution and Response Rates

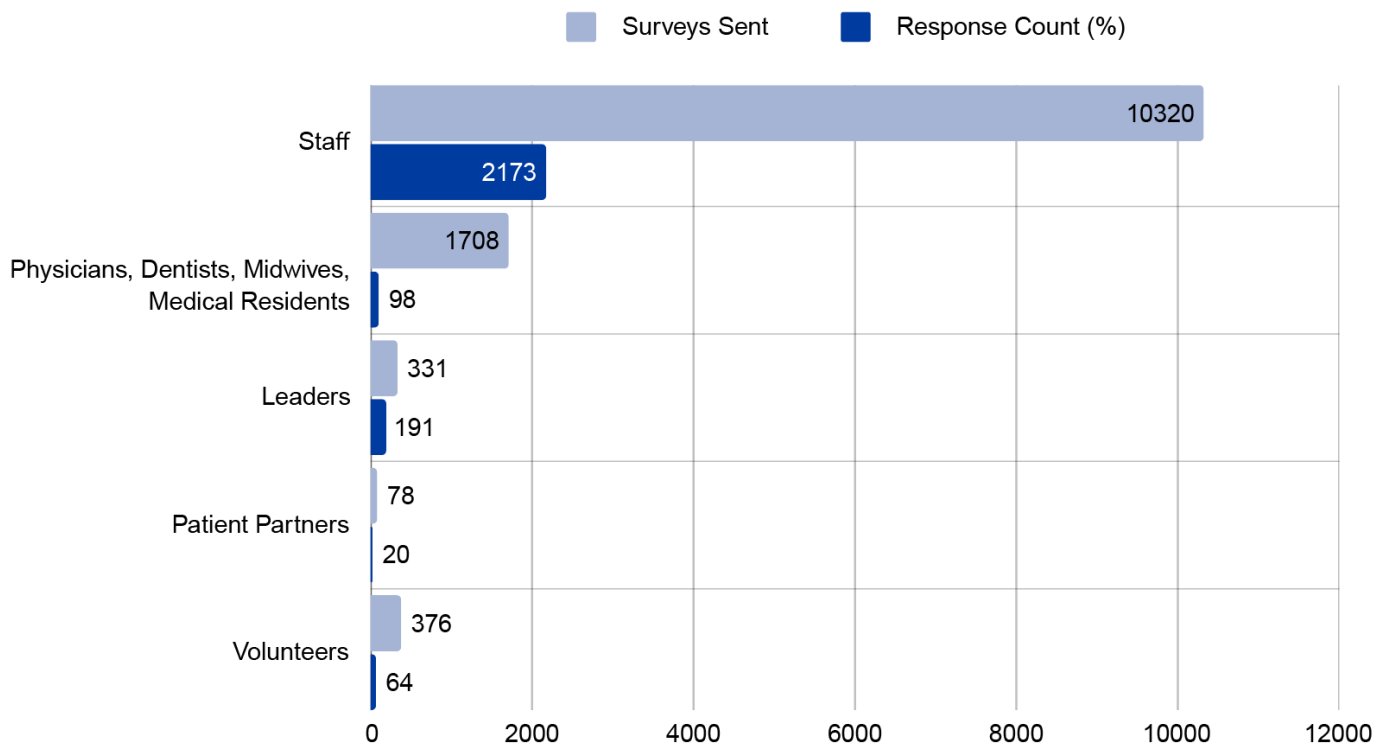
Team LHSC Survey

The Team LHSC Community Advisory Survey was shared with LHSC leaders, staff, professional staff, and patient partners using TalentMap, a software that allowed us to send an individual survey link to each person.

Before receiving their personalized survey links, members of Team LHSC received an email from the Supervisor explaining its purpose and encouraging participation. Weekly automated reminders were sent to non-respondents, in addition to two Supervisor email reminders. The survey was also promoted through LHSC's other internal channels. A separate but identical survey for LHSC volunteers was conducted using Microsoft Forms.

We received a total of
2,546
responses to the
Team LHSC Community
Advisory Survey





Community Survey

The public-facing survey was administered through Microsoft Forms in the seven most common languages spoken by LHSC patients. The survey was shared on LHSC's website and through paid and organic social media posts. It was also promoted at two Community Update Meetings. Community partners were provided with templated emails and social media posts to encourage their contacts to complete the survey. Information about the survey was also promoted through media coverage. Posters promoting the surveys were distributed throughout the hospital, including at main patient and staff entrances.

We received a total of **1,454** responses to the community survey

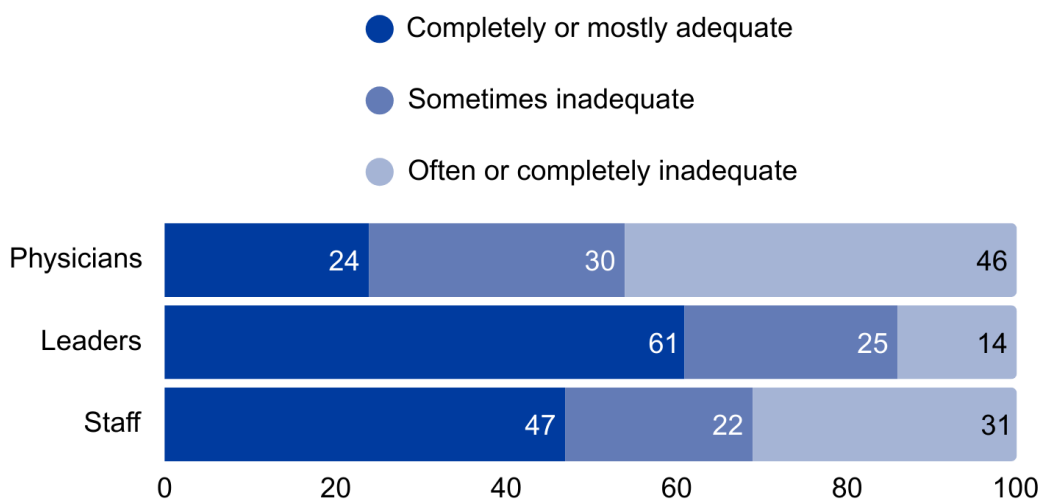
Team LHSC Survey

Survey results were analyzed using artificial intelligence (AI) software to ensure a comprehensive review of the feedback provided. The software identified recurring themes and summarized the most common responses from participants. This approach allowed for a deeper understanding of the responses, highlighting key areas of focus and priorities expressed by respondents.

1) Workload and Staffing Challenges

Key Findings: Many members of Team LHSC shared perceptions of understaffing, increased workloads, and burnout as significant concerns across departments. Respondents expressed frustration over insufficient staffing levels, lack of coverage, and an unsustainable workload affecting staff morale.

Are current staffing resources adequate to handle the workload in your department?



Related comments:

“

I feel like our current staffing model is not enough to support surges in patient volumes that may occur over the next 10 years.”

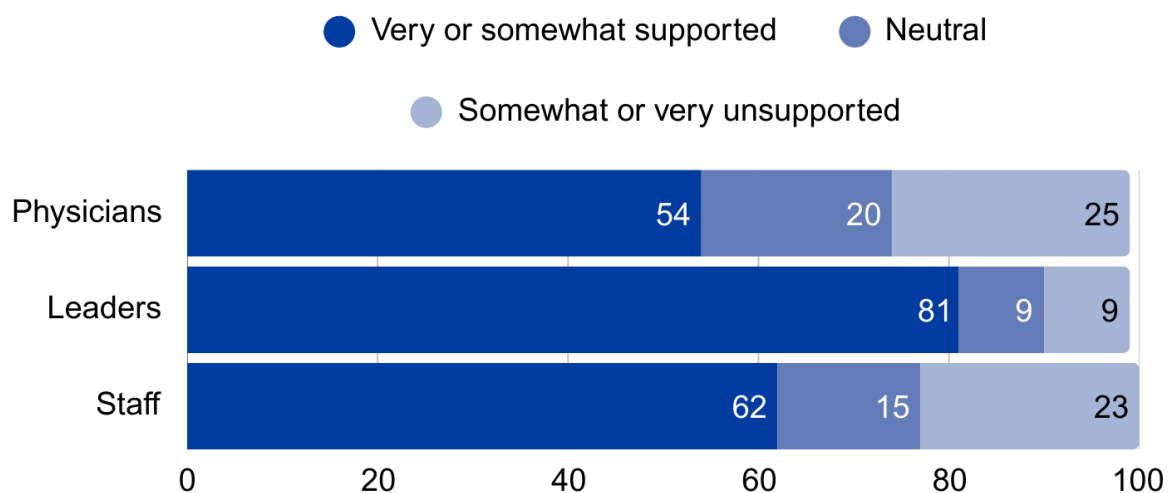
“

I always have access to the appropriate tools and resources and support of management on my side. The only reason I cannot mark as always is due to lack of staff members to alleviate workload and provide necessary coverage. I also recognize that is not for lack of trying and that the recruiting process takes time, and that turnover for certain positions and departments is high, so I am unsure if that can ever be harmonious.”

2) Leadership and Communication

Key Findings: Overall, more members of Team LHSC feel supported than not; however, leadership and communication were common themes amongst responses. Respondents highlight the need for stronger, more supportive leadership with better communication and transparency. Some express frustrations with leadership being disconnected from day-to-day operations and decision-making processes.

How supported do you feel by your direct supervisors and LHSC leadership?



When asked to specify which tools, resources, or support team members felt were missing or insufficient, **the most common response was a need for clearer direction, better communication, and stronger support from leadership and management.** This was a more common response than staffing challenges, training and development, and workload and burnout.

Related comments:

“

More input and direction from leadership would help improve the decision-making process in my work environment. Clear communication about how much funding we have and what is available in our budget will provide more insight as to how our department is performing.”

“

We need more clear direction from leadership on what the priorities are. We are pushing through projects that are conflicting with other priorities and then all become unsuccessful.”

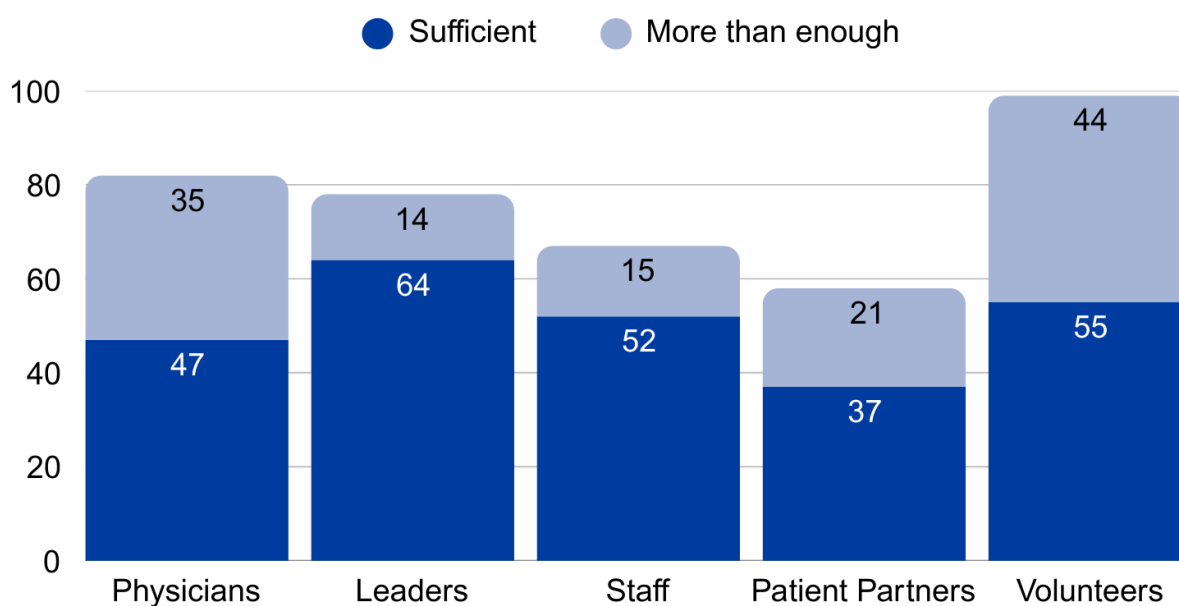
“

Leadership seems genuinely interested in getting LHSC as an organization back to financial and community responsibility. Leadership seems like they care about actually changing staffing and organization for the better and receiving feedback.”

3) Training and Professional Development

Key Findings: Many respondents expressed a desire for enhanced training opportunities, job-specific learning, and access to professional development resources. The feedback was that time constraints and limited funding often hinder staff from engaging in growth opportunities.

Do you have access to adequate training and development opportunities?



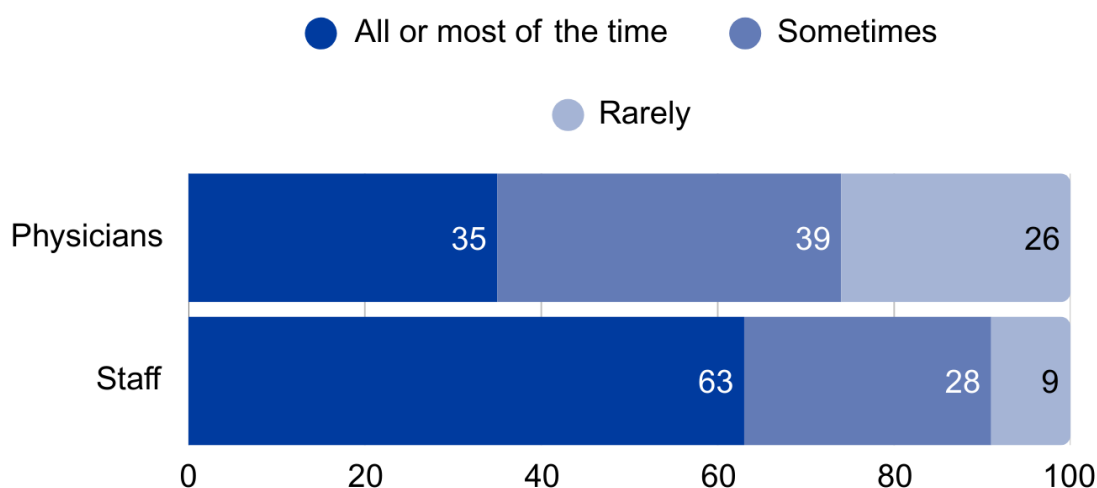
“

Hospital endorsed training specific to my role would be welcomed. I understand that in the current financial environment this is not high on the list, but it would be helpful with employee retention.”

4) Resource and Equipment Availability

Key Findings: Respondents identify a need for updated equipment and resources to ensure efficient and quality patient care. The feedback is that outdated technology and insufficient tools can increase workload pressures.

Do you have the necessary tools and resources to perform your daily role effectively?



Related comments:

“

When onsite, as a non-clinical person it's hard to navigate. The maps available to us are confusing, and without walking through areas you have no idea where services are. I wish there was more of an effort to assist staff with wayfinding.”

“

We often run out of wheelchairs. How can the operation of a hospital run efficiently if there are delays getting patients to appointments because they are waiting for a wheelchair?”

5) Staff Wellbeing and Recognition

Key Findings: Concerns around stress, safety, and the lack of appreciation for staff efforts were brought forward. Some respondents feel undervalued and express a need for better retention strategies, wellness programs, and recognition of their contributions.

When asked for additional comments on how the organization can improve, the most common theme was a desire for more appreciation and recognition for staff.

Related comments:



Focus on culture – culture of trust, psychological safety, feedback and recognition.”

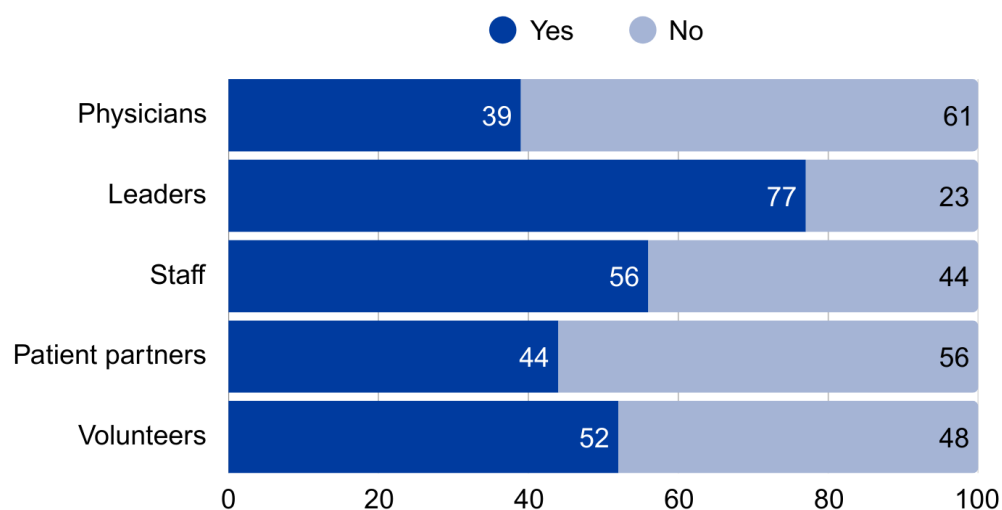


Focus on employee wellness, healthy employees are happier employees. Increasing the coverage for mental health professionals made a world of difference for me.”

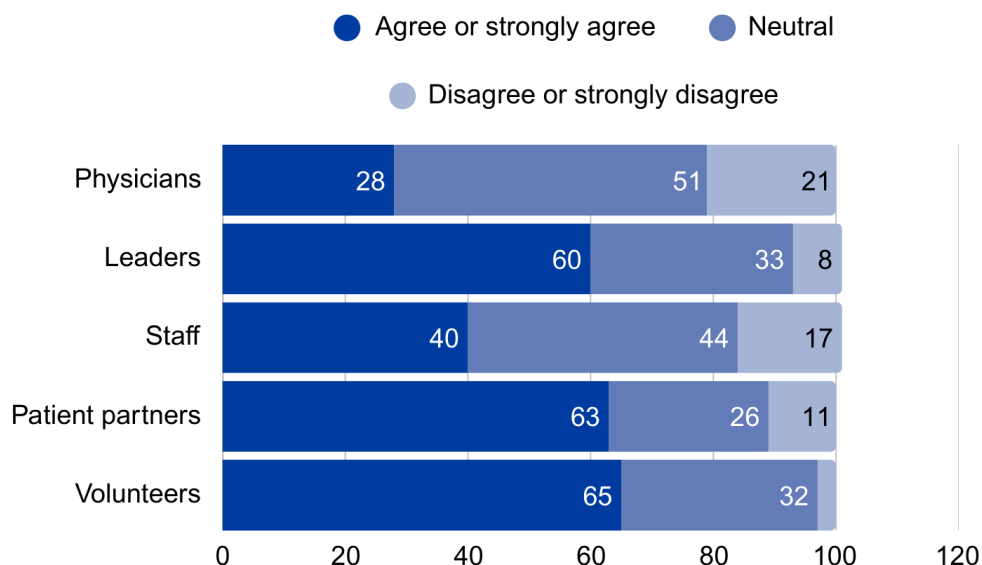
Additional Insights

Organizational Direction

Do you know what LHSC's strategic goals are?



Is LHSC currently on the right track in terms of its purpose, goals and patient care?





What we're doing well

When asked to identify the aspects of LHSC's current direction that are positive, the most common response was the commitment and dedication of frontline staff to providing quality care to patients despite challenges. There was acknowledgement of the positive ways in which the organization has become more transparent about its challenges and the work being done to improve fiscal responsibility and operations.

The most common responses fell into the following categories:

1. Patient care

Emphasis on the quality of care provided to patients and the dedication of staff despite challenges.

2. Management restructuring

Feedback on leadership structure improvements, management efficiency, and staff interactions with management.

3. Improving transparency

Appreciation for enhanced transparency and communication about the organization's challenges.

4. Attention to fiscal responsibility and efficiency

Optimism around the organization focusing on financial stewardship and accountability.

5. Commitment of frontline staff

Celebration of commitment of frontline staff to excellent patient care.



What we could improve

When asked what changes could be made at LHSC **to better support staff, professional staff, and volunteers in their roles, the most common themes were:**

- 1. Staffing and workload**

Comments focusing on hiring and staffing appropriately to reduce burnout and maintain service quality.

- 2. Enhance organizational communication**

Desire for improved communication with patients and families, regular updates on organizational changes, and enhanced feedback seeking.

- 3. Employee benefits**

Desire for expanded coverage, flexibility in benefits, and additional wellness perks.

- 4. Training and development opportunities**

Reinforcement of the desire for enhanced training and development, specifically training programs tailored to individual jobs and roles.

- 5. Improved equipment and resource availability**

Desire for updated equipment, technology, and other resources.



Changes to benefit patient care

When asked what changes could be made at LHSC to **directly benefit patient care, the most common themes were:**

- 1. Emergency and inpatient care volumes**

Suggestions to address patient volumes, including clear protocols for bed assignments.

- 2. Staffing and workload issues**

Suggestions to improve staffing levels on the frontlines to improve workloads and staff retention and reduce burnout.

- 3. Technology and process improvements**

Emphasis on using technology more effectively for patient flow, scheduling, and communication across departments. Specific requests included enhancements to the functionality of Cerner – LHSC's digital clinical system – and providing online appointment scheduling options.

- 4. Enhance communication**

Improved communication with patients, families, and between staff members is a recurring theme. This includes real-time communication about bed availability.

- 5. Support equity-denied populations**

Calls for better resources and strategies to support mental health and addictions, the elderly, disabled, and otherwise socially marginalized.

Community Survey

Survey results were analyzed using artificial intelligence software to ensure a comprehensive review of the feedback provided. The software identified recurring themes and summarized the most common responses from participants. This approach allowed for a deeper understanding of the responses, highlighting key areas of focus and priorities expressed by respondents.

1) Wait times

Respondents expressed concerns about delays in accessing services, including emergency departments, specialist care, and surgeries.

 Wait times were referenced 237 times in Areas for LHSC to Improve.

Related comments:

“

The care received is excellent. I don't feel it's fair to attribute wait times and other issues to level of care concerns.”

“

Wait times are frustrating, facilities are dated and not welcoming but once receiving treatment the staff were caring, engaged and helpful.”

2) Communication

Respondents expressed concerns about clarity, transparency, and consistency in communication between staff, patients, and families.

 Communication was mentioned 64 times in Areas for LHSC to Improve.

Related comments:

“

The care from the nursing staff has been great. Experiences with communication between teams of physicians was difficult and caused a lot of miscommunication and delay of treatment.”

“

I have received good care for my chronic disease, however, I have not been as satisfied with the communication amongst team members at times.”

“

Definitely not perfect. The care administered, to me (non-clinician), seems to be very good. But there were communication gaps - between clinical staff members and also between clinical staff and the patient and their family members/support providers.”

“

Everyone I interacted with was friendly, helpful, compassionate and competent. I didn't give top marks because there was a lack of communication about pre and post care.”

3) Staffing challenges

Respondents expressed concerns about understaffing, staff morale, and professionalism impacting patient care.



Staffing was mentioned 53 times in Areas for LHSC to Improve.

Related comments:



Any negative issues are not staff related. However, there are gaps in care and in cleanliness in the floor due to short staffing.”



Wait times for appointments or even for informational telephone calls to be returned are excessively long. I’m sure the professionals are competent and concerned, but the problem could be related to staffing and equipment issues. Could it be improved by improving workflows or funding?”



The experience that my family members and I have had with LHSC staff members and physicians has been very positive from a professionalism and compassion standpoint, but it was clear that the individuals providing care were almost always under significant time pressure and would benefit from better staffing.”

4) Facility infrastructure and resources

Respondents expressed concerns about the hospital's environment and resource allocation.



There were 100 total comments related to facilities and infrastructure, parking, wayfinding, and cleanliness in Areas for LHSC to Improve.

Related comments:



My overall sense is that hospital staffing/infrastructure has been unable to keep pace with increasing demands of a community that has continued to grow dramatically (in population, in complexity/diversity, needs of individuals, etc.).”



The buildings are inefficient. Never clear where there is a proper entry. Elevators hidden away in little halls. No parking is available near an entry.”



Cleanliness, public washrooms are not cleaned enough. Patient rooms are showing wear and tear. Halls are cluttered.”



Advocacy at provincial level to ensure adequate spending on salaries, facilities, infrastructure, etc.”

5) Transparency and trust

Respondents expressed a desire for more openness in decision-making, spending, and leadership accountability.

Related comments:

“

Clean up its bureaucracy. Treat staff and physicians better. Improve its governance by creating a board that can be trusted to have the community's interest at heart.”

“

LHSC needs to improve in transparency, financial accountability, and leadership stability to address the damage caused by recent controversies and regain public trust.”

“

It seems like you can only find most of this information if you know where and when to look, but it's pretty inconsistent. Some information is available on LHSC's website, but it can be really difficult to find.”

Insights – Quality of Care

How would you rate
your care at LHSC?

6.85

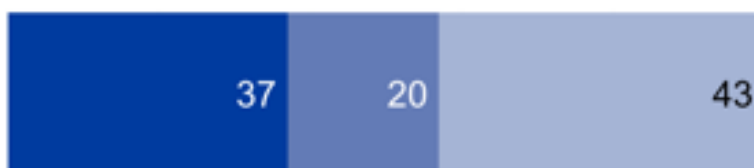
average rating out of 10

21%

gave 10/10 rating

In your opinion, does LHSC provide adequate and
timely access to specialized medical services?

● Yes ● Unsure ● No



How would you rate the
professionalism and
compassion of LHSC
staff and physicians?

7.39

average rating out of 10

29%

gave a 10/10 rating

Related comments:

“

I wish Londoners knew that we have one of the best Hospitals in Canada. I know there is lots of negative media attention, that's nothing new, but I've always found the staff to be top notch.”

“

Paediatric care quality and efficiency far surpasses any local care that we can obtain. The specialists at LHSC are thorough, dependable and are family/parent centred.”

“

Despite the challenges of delivering health care in these resource-challenged times, they worked the problem and coordinated a complex series of steps and resources to get me the care I needed when I needed it. They were beyond professional and beyond compassionate. LHSC, to me, is its people, and they represent the best of our community.”

“

Staff do the most they can but are limited by the building, systems in place, and logistical issues with the healthcare system.”

Insights – Transparency and Communication

How would you rate LHSC'S transparency about its services, policies, and changes?

5.85 average rating
out of 10

How would you rate our communication with patients and the public about health-care services and procedures?

6.14 average rating
out of 10

71% of respondents said they have had difficulty understanding medical information or treatment plans they were given at LHSC

Do you think LHSC is open to receiving and acting on patient and community feedback?

● Yes ● Unsure ● No



Related comments:

“

It's all over the map. Some doctors use email, some use letters, some use both... I wish we just had an account that we logged into that gives us a breakdown of our past and upcoming appointments as well as any special requests like get blood work done before next apt.”

“

I think the health care system in general is pretty confusing to navigate, and LHSC doesn't do any better or worse than anyone else.”

“

LHSC does a great job sharing their successful services and innovative technology. The emergency wait times is also very helpful to be able to access. I think it would be nice to have some more transparency around the services that are not doing as well and what's being done to make improvements.”

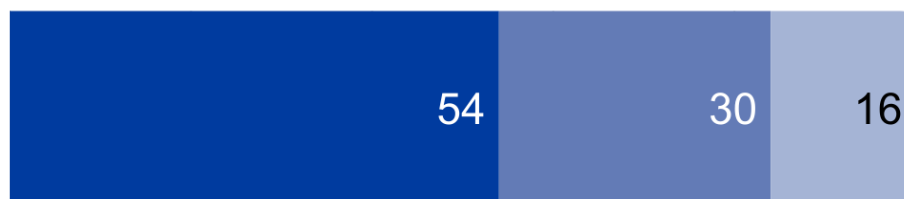
“

Under old leadership the answer would have been no - but I believe under this new era it will do its best to act on feedback.” – responded *Yes to Do you think LHSC is open to receiving and acting on patient or community feedback?*

Insights – Patient Access and Wait Times

Do you feel that LHSC offers fair access to health-care services for all community members, regardless of background or financial status?

● Yes ● Unsure ● No



Does LHSC provide sufficient support and information for patients seeking health-care services?

● Yes ● Unsure ● No



Related comments:

“

It is my belief that LHSC excels in the area of fair and equal treatment for community members. The issues to accessing the care at LHSC are arguably external and not in LHSCs control (ex: No family doctor, unable to receive referrals, unable to find transportation, etc.)”

“

I think offering more patient resources and FAQ's on the LHSC website would be very helpful. There are some services (such as the orthopedic clinic or outpatient physiotherapy) that are extremely difficult to find any information about on the website. There are some services that are easy to find and have lots of information available online, so it's clearly possible.”

“

It seems to me that the better educated and socio-economically privileged receive better care. They know how to use the system and advocate.”

“

I have many Indigenous friends who do not feel this way. I know the hospital is trying but they are not succeeding. There is a huge gulf in trust and it is not going away yet.”

“

I am not sure the average Londoner understands where best to go to receive services - especially those without access to primary care.”

Insights – Financial and Administrative Transparency

How confident are you in
LHSC's use of public funds?

4.11
average rating out of 10

Do you believe LHSC provides enough
information about its funding, spending, and
decision-making processes to the public?

● Yes ● Unsure ● No



Related comments:

“

I think there needs to be more public accountability regarding how funds are spent and particularly the divide between patient care funds and leadership/admin funds.”

“

Public is told the end results not the process. However if the people would take an active role in the hospital community, I am sure more information would be available.”

“

They're starting to communicate how funds are being used in more detail but there still seems to be work to do.”

Insights – Community Impact and Involvement

How would you rate LHSC's involvement in the local community?

5.72

average rating out of 10

Do you think LHSC actively collaborates with other community organizations and health-care providers to improve overall health outcomes?

● Yes ● Unsure ● No



Related comments:



I think the work you have done with the City and London cares has been helpful.”



LHSC is an essential service in our community. They do good work and I think they do a good job communicating that to the public.”



I'm not really sure. LHSC shares a lot of different community events and activities that they participate in on their website and social media. So it appears that they are actively involved in the local community. However, I'm not sure how far their involvement goes beyond the publicity.”

Feedback Main Themes



Recommendations

When assessing and comparing feedback from patients and the community alongside feedback from staff, physicians, leaders, volunteers, and patient partners, many common themes emerged. Working with LHSC's leadership team, the CAC has therefore developed the following recommendations based on feedback received across both surveys.

The focus was on developing recommendations that are realistic and attainable in LHSC's current financial situation. While these recommendations are tied directly to feedback received from the Team LHSC and community surveys, LHSC is also continuing its work to improve its governance, finances, operations, policies, and procedures through its benchmarking work and detailed organizational review. A separate set of actions is expected to result from that work, which includes a detailed evaluation of staffing and resourcing within all clinical and non-clinical programs.



Staffing and workload

Internal comments focused on hiring and staffing appropriately to reduce burnout and maintain service quality. Community concerns were also raised about understaffing, staff morale, and professionalism impacting patient care.

Recommendation #1: Recognizing the hospital regularly operates at more than 100 per cent patient capacity, LHSC will work to ensure the hospital is aligned to best practices for resourcing, including ensuring we have effective and safe staffing levels, workloads, and processes that optimize patient care outcomes.

Recommendation #2: LHSC will introduce an attendance support program to support staffing and resourcing across the organization.

Recommendation #3: LHSC will launch its new shared commitments between patients and Team LHSC, which includes our expectations and shared commitments around professionalism.

Recommendation #4: LHSC will continue to enhance recognition of its team members, including through the Great Moments recognition program and the reintroduction of a corporate awards program.

Recommendation #5: LHSC will refresh its wellness strategy for staff, professional staff, and learners in alignment with its current financial position and ability to deliver leading practice programming.



Patient volumes, access and wait times

Patients and community members expressed concerns about delays in accessing services, including emergency departments, specialist care, and surgeries. Respondents also expressed that LHSC needs to provide more support and information for patients in navigating health-care services. Suggestions to address patient volumes include clear protocols for bed assignments.

Recommendation #1: LHSC will continue to advance its capital redevelopment work alongside the Ministry of Health to ensure we have the capacity, programs and facilities we need to care for a growing and aging population. This will include growing capacity in collaboration with St. Joseph's Health Care London and, as recently announced, the expansion of the Nazem Kadri Surgical Centre.

Recommendation #2: LHSC's Patient Experience Advisory Council (PEAC) will develop a new strategy for sharing resources on navigating services at LHSC and in the larger health-care system with patients and families.

Recommendation #3: LHSC will work with partners and the Ministry of Health to ensure patients are transitioned to the care setting that best meets their unique needs. This includes planning for public hospital capacity, strengthening administrative oversight, and expanding the use of the LHSC to Home program to support patients in transitioning from hospital to home care services.



Enhance organizational communication and community engagement

Respondents expressed a desire for improved communication with patients and families, regular updates on organizational changes, and enhanced engagement opportunities. Concerns were also expressed regarding LHSC being open and responsive to feedback, including acting on feedback sought by the hospital. There is a desire for more open communication around LHSC's governance, decision-making, financials, and leadership accountability.

Recommendation #1: LHSC will continue offering regular Team LHSC Forums for staff and physicians to provide timely organizational updates. In addition, LHSC will continue to update its team members, including volunteers and patient partners, about organizational changes through email and leader communications.

Recommendation #2: Following the recruitment of a new Board of Directors in 2025/2026, LHSC will host open Board Meetings every month for the community and media to attend.

Recommendation #3: LHSC will provide regular financial updates to all stakeholders, including the community and members of the media. These will be provided internally in Team LHSC Forums and externally in Community Update Meetings (and eventually Board of Directors meetings).

Recommendation #4: LHSC will develop a comprehensive community and Team LHSC engagement strategy alongside Patient Partners. This will include regularly seeking and sharing feedback to monitor LHSC's progress and guide future decision-making.

Recommendation #5: LHSC will engage the community by welcoming applications to its new Board of Directors in 2025/26.



Improved communication with patients and families

Respondents expressed a need for improved communication with patients, families, and between staff members .

Recommendation #1: LHSC will standardize website/webpages for clinical programs to ensure patients and families have access to complete, helpful, and accurate information regarding their care.

Recommendation #2: LHSC will redesign and digitize its Patient Handbook to support patients in navigating care at LHSC.

Recommendation #3: LHSC will allow patients to opt in to receiving communications from their providers via email and text messages.



Training and development opportunities

Respondents expressed a desire for enhanced training and development, specifically training programs tailored to individual jobs and roles.

Recommendation #1: LHSC will offer training in working with Patients Partners.

Recommendation #2: LHSC will develop a comprehensive training and development communication strategy, ensuring team members are aware of the internal training and development opportunities available to them.

Recommendation #3: LHSC and its research institute, London Health Sciences Centre Research Institute, will explore the implementation of an 'innovation day' in which innovative ideas with the potential to improve care can be brought forward.



Facilities, technology, equipment and resources

Respondents expressed concerns with the cleanliness, age, and capacity of LHSC's current facilities. Questions were also expressed regarding wayfinding. Respondents addressed a desire for updated equipment, technology, and other resources. There was an emphasis on using technology more effectively for patient flow, scheduling, and communication across departments. Specific requests included enhancements to the functionality of Cerner, the platform on which LHSC stores electronic medical records (EMR), and providing online appointment scheduling options.

Recommendation #1: LHSC will address cleanliness with environmental services partners and develop a plan to improve in patient and public spaces. This will include a review of staffing resources in this area.

Recommendation #2: LHSC will continue improving its budgeting and capital budgeting processes through recommendations received from its detailed organizational review. This will ensure LHSC is budgeting capital equipment upgrades appropriately by prioritizing its most urgent and critical needs, such as the recent acquisition of new patient vital sign machines.

Recommendation #3: LHSC will implement MazeMap wayfinding technology for patients to easily navigate our hospital sites. MazeMap will be available online for patients and families to access before visiting LHSC and in information kiosks throughout the hospitals.

Recommendation #4: LHSC will implement a new process for priority fundraising needs with its hospital foundations to ensure donor funding is going to equipment and projects where it is needed most.

Recommendation #5: LHSC will continue to improve and roll out OneChart Phase – our regional digital system for patient records – helping health-care providers work better together and make it easier to share information, leading to a smoother and more efficient experience for patients.

Recommendation #6: LHSC will launch MyCarePortal, an online tool that gives patients across the region access to their own health information and electronic medical record (EMR).



Support equity-denied populations

Respondents expressed a need for better resources and strategies to support mental health and addictions, the elderly, disabled, and otherwise socially marginalized.

Recommendation #1: LHSC will continue advancing a harm reduction strategy to best care for people who use drugs.

Recommendation #2: LHSC will develop a renewed equity, diversity, and inclusion (EDI) strategy to guide the efforts of its EDI team, including Indigenous Health and Black Health.

Recommendation #3: LHSC will work towards adopting Joyce's Principle while continuing to advance Indigenous health equity and the Truth and Reconciliation Commission's Call to Action in Health.



Partnership and collaboration

Respondents expressed a desire to see more active collaboration with other community and health-care partner organizers.

Recommendation #1: LHSC will strengthen partnerships with community, non-profit and health-care partner organizations, including St. Joseph's Health Care London, to best support patients across our region and province.