

**PRESIDENT AND CEO  
REPORT TO THE BOARD AND COMMUNITY  
MARCH 2021**

**DELIVER EXCELLENT CARE EXPERIENCES AND OUTCOMES**

**VACCINE SUMMARY**

The Agriplex Health Human Resources have expanded to include partnerships with:

- South West Public Health provided 15 nurse vaccinators for two weeks. This opportunity supported the staffing needs of the Agriplex and offered the South West Public Health nurses the experience of working in a mass immunization clinic to support their own planned openings the week of March 15, 2021.
- The City of London provided 6 staff daily to support the call centre
- Southwest Ontario Aboriginal Health Access Centre two Indigenous nurses started March 9<sup>th</sup> to serve this population.

The Agriplex began providing vaccines to the over 80-year-old population Wednesday March 3, 2021 this population represented 61-72% of client visits with a range of 770-793 senior client visits booked moving forward. To meet the unique needs and the anticipated volumes of these clients and their care givers presenting to the Agriplex on Friday March 5, 2021 after hours the physical space and client flow was redesigned. Modifications included:

- Moving the Entry Control Officer stations and the Registration Clerk stations to create more entry space.
- Expanding the space in the entry to enable access to an accessible exit door.
- Dedicated senior and accessibility vaccinator tables created to minimize travel distance.
- Dedicated recovery room one for senior and accessibility clients to minimize travel distance.
- Dedicated Check-out clerk located within the recovery room one to create easy check-out and direct exit thus eliminating the seniors having to queue.

The Agriplex moved to 12 hour operations effective March 12, 2021 to better serve the needs of our clients.

**COVID-19 RESPONSE**

Infection Prevention and Control has recommended the LHSC COVID-19 response shift from being focused on managing individual outbreaks to applying a broader Wave 2 response. The Wave 2 response ensured all outbreak measures were aligned and standardized in order to ensure actions were consistently applied across all clinical units in a timely fashion. The only deviation was for units that required more aggressive measures to mitigate COVID risk, e.g. acute medicine units.

Standardization and alignment were achieved using a leader Frequently Asked Question document in order to make it easy for leaders to do the right thing, consistently and have fingertip access to the corresponding tools and resources. Leaders receive weekly audit reports which

detail whether practices are consistently being followed and where corrective actions are required.

Moving forward, LHSC is adopting an outbreak response framework that aligns outbreak measures with the Provincial colour coded response framework. Measures will be eased or enhanced depending on movement into a new colour e.g. moving from orange back to red would require reinstatement of more restrictive measures. Moving to green would open up access and decommission some practices such as the need for droplet contact precautions for patients on admission.

### ***ONBOARDING GENERAL SURGERY AT THE LHSC SURGI-CENTRE***

Improving patient experience and efficiency are the goals for London Health Sciences Centre's Surgi-Centre. The off-site day-surgery facility opened in early 2020 across from Victoria Hospital on Baseline Road. Enhancing patient experience and efficiency required changing the model of care to better align resources based on need, work flow efficiencies and standardization as well as optimization of instrumentation and disposables.

Surgical cases in 2020 focused on lower extremity orthopedic/trauma and orthopaedic sports. Inguinal and umbilical hernia procedures were onboarded in January 2021. Patients undergoing hernia procedures at the Surgi-Centre receive regional rather than general anesthesia and have a total length of stay from arrival to discharge of 90 minutes. As of January 15, 2021, twenty-two patients have received hernia surgery at the Surgi-Centre, a positive step in onboarding these services within a very efficient model of care. Early metrics continue to validate that these cases are completed more efficiently while maintaining quality and safety. Consistent feedback from staff, providers and patients on their experience expressed a ranking of good to excellent.

As of February 28, 2021, 1,165 surgeries have been completed at the Surgi-Centre.

The Centre continues to diversify the procedures that meet the criteria to ensure full utilization of the Surgi-Centre. Continuing to bring select procedures to the Surgi-Centre will help reduce wait lists and create access for oncology and high priority patients at LHSC's main operating rooms.

### ***LEADING VIRTUAL URGENT CARE FOR KIDS IN SOUTH WEST ONTARIO***

Since its launch in May 2020, the clinical team at Children's Hospital, consisting of an Emergency Department Physician and Registration Clerk, have delivered exceptional quality care to approximately 1,300 patients to date. Families presenting with urgent care needs are assessed and if appropriate are scheduled to meet with a specialized Paediatric Emergency Department physician. This reduces the need for patients to visit a local Emergency Department while still ensuring they receive the care they need, when and where they need it.

The Ministry of Health has subsequently funded 12 regionally coordinated, high-capacity virtual urgent care initiatives as part of the COVID-19 pandemic in Ontario. Children's Hospital is collaborating with Ontario Health, St. Joseph's Hamilton Healthcare, Hamilton Health Sciences, and Ministry of Long-Term Care to design and implement virtual care for paediatrics (Lead: Children's Hospital), adults (Lead: St. Joseph's Hamilton Healthcare) and Long-Term Care (Lead: Hamilton Health Sciences) for the entire Ontario West region.

On February 22, 2021, the pilot formally launched with multiple media releases, a new website presence under "urgent.careontario.ca", and a toll-free number that routes to the respective hospital the patient is seeking service from. Hours of operation are expanded to eight hours a day/ 7 days a week from 12:00 p.m. to 8:00 p.m. This pilot allows for greater access for multiple social equity groups and convenience for families which continues to be paramount throughout COVID-19.

## WORKING TOGETHER TO SERVE OTHERS

### ***CRITICAL CARE TRANSFERS***

London Health Sciences Centre regularly accepts critical care patients from within the region due to the need for specialized health services. In addition to this standard practice, the Ontario Critical Care COVID Command Centre has the authority to direct the movement of patients within and across regions to smooth the burden on critical care units and maximize the use of provincial critical care resources. This identification and redistribution of COVID patients from higher to lower COVID Intensive Care Unit census hospitals is a proactive strategy to prevent an overwhelming demand that outstrips local ICU capacity arising from new cases. Since November 2020, as directed by Ontario Critical Care COVID-19 Command Centre, LHSC has accepted 17 critical care COVID-19 patients as a result of this process. There have been occasions LHSC has anticipated additional COVID-19 patient transfers, but these transfers did not occur due to the medical condition of the patient. Fortunately, LHSC's critical care program has been in a position to support sub region and regional partners. In future, should LHSC require support, this process would work in the reverse whereby patients would be pulled from LHSC to other hospitals or regions to ensure capacity at LHSC.

### ***INPATENT PAEDIATRIC FAMILY MEALS***

In support of LHSC's value of Accountability, the Inpatient Paediatric Leadership and Children's Hospital's Patient Experience Team have worked together to build a new process to identify family needs to ensure families get meals when needed. The meals will be provided by Ronald McDonald House Charities who have partnered with Macro Foods to provide support and nourishment to families in London when they cannot leave their child's bedside on the unit. Macro Foods are healthy and fresh individually packaged meals that can be refrigerated and frozen until ready to serve. Each week, Ronald McDonald House London will receive 40 meals which will be distributed to families on our Children's Acute Inpatient Unit (B6).

### ***PERIOPERATIVE OPTIMIZATION & RECOVERY PLANNING***

Over the last six weeks, significant efforts have been underway to shift focus to pandemic recovery efforts and begin to quantify the impact of operating room slowdowns during the peaks of Wave 1 and Wave 2 on patients that had surgeries delayed. For the week of February 22, 2021, for the first time since the peak of Wave 2, operating room volumes were equal to non-pandemic times and no additional patients were added to the surgical backlog. This is an achievement as the total Operating Room blocks per day are not yet running at pre-pandemic baseline levels. Careful attention is being paid to wait times and understanding the impact of surgical delays on the highest priority patients. LHSC will continue to work with internal and external partners to further refine the plan for addressing the surgical backlog.

**ENVIRONMENTAL STEWARDSHIP IMPROVEMENT REPORT**

LHSC recorded its highest diversion rate from landfill in the year 2020, surpassing the previous highest diversion rate in 2019 by over 2.5%. This was largely due to increased organic diversion through our de-pack program, higher recycling rates and lower garbage totals. With the introduction of some new recycling initiatives in 2021, including our new Stryker Bin recycling program in Operating Rooms, we are optimistic that LHSC will continue on this upward trajectory.

**HEALTHCARE SYSTEM REGIONAL UPDATES****CITYWIDE ENDOSCOPIC ULTRASOUND PROGRAM**

London Health Sciences Centre and St. Joseph's Health Care, London physician and leadership teams collaborated to implement a citywide endoscopic ultrasound program throughout the months of February and March, 2021 with the first case performed on March 2, 2021. Endoscopic ultrasound program procedures are performed to biopsy and diagnose pancreatic masses. Historically, endoscopic ultrasounds were only provided at St. Joseph's Health Care, London. The goal of implementing at the Victoria Hospital site is to improve wait times by April of this year. This will provide a quicker diagnosis and treatment for aggressive disease. The procedure is done under conscious sedation on an outpatient basis, which avoids an operating room procedure and hospital-admission. The equipment to support this program has been purchased through the Baker Centre for Pancreatic Cancer at LHSC.

**CRITICAL CARE HEALTH HUMAN RESOURCE GUIDANCE DOCUMENTS**

London Health Sciences Centre leadership along with Sunnybrook Health Sciences Centre partnered to construct guidance documents for Health Human Resource following extensive provincial stakeholder engagement and collaboration. On February 11, 2021 the Incident Commander of Ontario Critical Care COVID-19 Command Centre released these documents for planning during pandemic surge. These documents are based on the Critical Care Response Wave 2 COVID-19 Health Human Resource Plan (September 21, 2020) released by the Ontario Critical Care Command Centre. The purpose of these documents is to provide further guidance about activating Team Based Models of Care in response to growing ICU COVID-19 pressures, moving from the contingency phase to crisis Health Human Resource stage as per the response framework. Increased capacity in critical care is requiring hospitals to expand both the health human resource pipeline and approaches to team based models of care.

**CHILDREN'S HOSPITAL & CHILDREN'S HEALTH FOUNDATION – WORKING TOGETHER FOR OUR CHILDREN**

The Children's Health Foundation is helping to ensure more consistent care for our children by supporting the recruitment and planning/operations for two very important programs:

**Help Me Thrive - Creation of an Enhanced Developmental Care Pathway for Vulnerable Infants**

In alignment with Children's Hospital strategic goal of enhancing care and outcomes for children in the critical developmental period of the first 1000 days, Help Me Thrive is a new Children's Hospital Foundation funded innovation that will see the development of a Children's Hospital-wide, evidence based developmental pathway and resources for children under the age of 2

admitted to hospital. This new pathway will ensure individualized goals and interventions are developed based on child development, and will be adapted to the hospital environment to streamline access to care between units at the Children's Hospital. And even after the child has been discharged, the development care plan is used by community providers to ensure outpatient development care continues to meet the child's needs. The patient and family level impacts include improved satisfaction, enhancing parent-child interactions and reducing parental stress and promoting optimal development and resiliency. From a systems perspective, this program has the potential to reduce length of stay through earlier and more standardized identification of children in need of enhanced developmental care, promote a culture of developmental responsive care, and help to build resiliency and promote positive attachment. This program implementation will span B6, Paediatric Critical Care Unit and Neonatal Intensive Care Unit with formal developmental pathways, resources and tailored intervention for patients that qualify.

### **Integrated Surgical Pain Pathway- Keeping Comfort of Children a Top Priority at all Times**

It is estimated that 20% of children undergoing surgery may develop Chronic Post-Surgical Pain. Presurgical pain intensity, child anxiety, child pain coping efficacy and parental pain catastrophizing are the only predictors identified in literature. Currently the resources and pathway to identify and offer multidisciplinary intervention to paediatric patients and families at high risk are limited, and the only acute pain service available to pediatric patients is the adult based Acute Pain Service. It is anticipated that with the introduction of the Paediatric Surgical Pain Pathway, there will be substantial savings, shorter hospital stays, earlier weaning from opioid analgesic medication, reduced emotional distress, improved quality of life, improved family satisfaction and reduced incidence/severity of chronic post-surgical pain. This program will build on existing collaborations and will nurture new relationships across our B6 clinical staff, educators, orthopedic surgeons, Paediatric Medical Day Unit, preadmit and anesthesia to better meet the needs of children.

Respectfully Submitted,

Jackie Schleifer Taylor  
Interim 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