

Report of the President & CEO to the Board of Directors

Date: November 2020

As previously stated, the Board of Directors approved the new strategic plan. This month you will start seeing communication hospital wide. As I have done historically my monthly reports will focus on the Strategic Directions and Strategic Initiatives.

Strategic Direction -

Strengthen the processes that drive a culture of patient safety and quality care.

Initiatives

- i) Integrate standardized best practices to achieve quality care and outcomes.
- ii) Lead in the development and performance of patient safety initiatives and measures.
- iii) Lead in the development of strategies and practices that support timely, flexible, sustainable, and appropriate access to care.

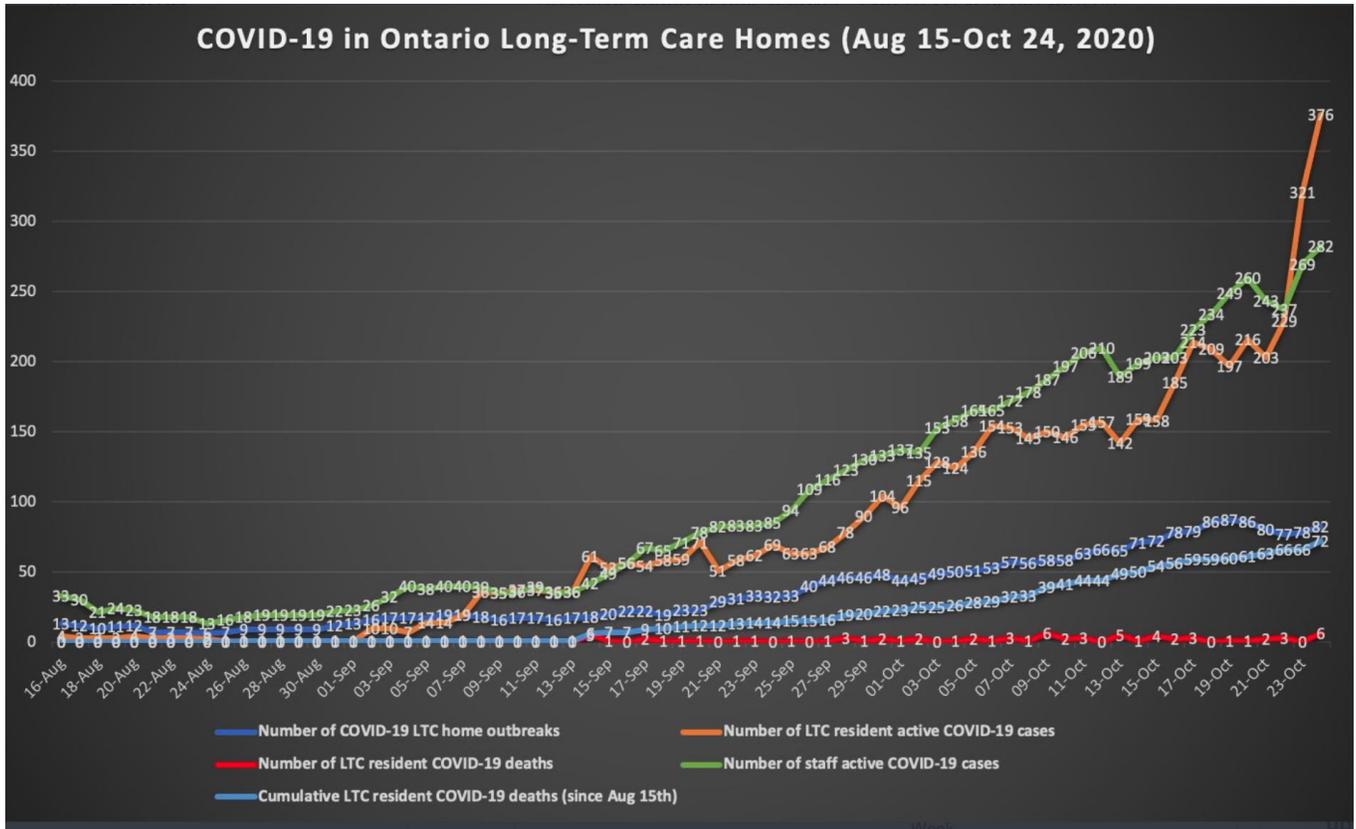
Long Term Care Interim Recommendations

Ontario's Long-Term Care COVID-19 Commission released a set of early recommendations based on information gathered to date.

Though the Commission continues its investigation and plans to submit a final report to the government by April 30, it submitted a number of early recommendations in the short-term to help protect the lives of residents and staff in light of the rising COVID-19 case numbers in long-term care homes. They focus on staffing, collaborative relationships, and infection prevention and control.

http://www.ltccommission-commissionsld.ca/ir/pdf/20201023_First%20Interim%20Letter_English.pdf

As seen on the graph below the number of LTC positives and outbreaks is increasing province wide.



Since early in the pandemic, in Erie St. Clair (ESC) each hospital is assigned a group of Long Tern Care/Retirement Homes (LTC/RH) who we partner with daily/weekly to help support their IPAC and staffing needs. Regular visits are made in this regard and any positives result in immediate team member support and action plan. However, the goal is prevention and since early this close relationship has been very positive for all parties. Learning from each other and working together as prevention teams.

A great report that shows the current trends in Ontario for COVID-19 can be found at:

https://www.publichealthontario.ca/-/media/documents/ncov/epi/covid-19-epi-trends-incidence-ontario.pdf?la=en&_cldee=ZXJpa2Eudml0YWxlQGhkZ2gub3Jn&recipientid=contact-95cdc0a5b4a2e611837d0050569e0009-c9e7df4a66a9456886c69241ffa14580&esid=78b0d6f8-5318-eb11-92e8-0050569e118f



Strategic Direction -

Uphold the principles of accountability and transparency

Initiatives

- i) Utilize and share the results from the performance indicators to achieve excellence.
- ii) Cultivate, sustain, and lead a "Just Culture" across the organization.
- iii) Strengthen systems that clearly identify, support, and measure accountability throughout the organization.

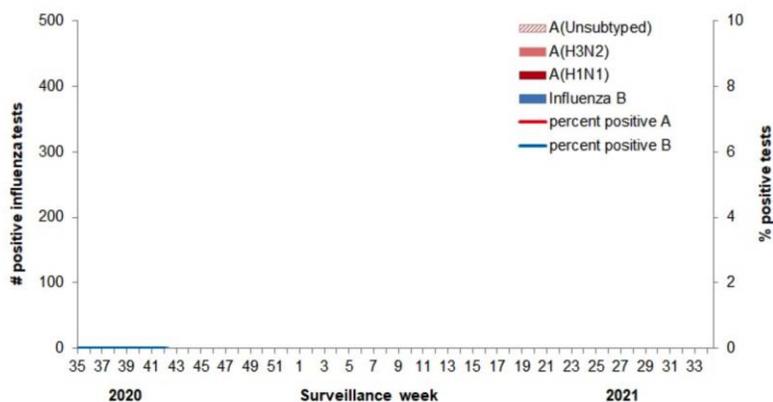
Flu Update

In week 42, one laboratory detection of influenza was reported ([Figure 2](#)). Despite elevated levels of testing for influenza, the percentage of laboratory tests positive for influenza has remained at exceptionally low levels throughout the period of March to October. In week 42, 5,845 tests for influenza were performed at reporting laboratories, which is 1.7 times the average for this week over the past 6 seasons. The percentage of tests positive for influenza in week 42 was 0.02%, compared to 2.2% during the past 6 seasons.

The 2019-20 influenza season in Canada ended abruptly in mid-March, concurrent with the implementation of public health measures to reduce the spread of COVID-19. Testing for influenza and other respiratory viruses has been influenced by the current COVID-19 pandemic. Changes in laboratory testing practices may affect the comparability of data to previous weeks or previous seasons.

For more detailed weekly and cumulative influenza data, see the text descriptions for [Figure 2](#) or the [Respiratory Virus Detections in Canada Report](#).

Figure 2 - Number of positive influenza tests and percentage of tests positive, by type, subtype and report week, Canada, 2020-35 to 2020-42



Strategic Direction -

Maintain a responsive and sustainable corporate financial strategy

Initiatives

- i) Provide quality care in the most cost-efficient way while maximizing revenue opportunities.
- ii) Provide ongoing education to the organization and community as to how the hospital is funded by the Ministry of Health through its funding formulas.
- iii) Engage the organization to identify and implement best practices within financial realities.
- iv) Identify and efficiently support and sustain core services.
- v) Develop and implement a long-term strategy for funding capital spending needs.

Provincial Ontario Hospital Budget Projection

The Ontario Hospital Association (OHA) conducted a survey of its members to determine the financial impact for the months of April and May. I shared these results with you during our last meeting. Since then, the OHA has again surveyed its members and has gained a preliminary estimate of the combined hospital sector estimated net deficit (shortfall of revenues over expenses) for **April, May, June and July**. The net deficit for the first four months of the fiscal year is **\$853 million**. Included in the estimated net deficit is incremental COVID-19 expenses, lost revenue due to COVID-19 and balanced budget plans not implemented due to COVID-19. Based on this figure for four months alone, the OHA expects this estimate will be more than \$2 billion for the full year.

Current WRH Operating Results

For the six (6) months ending September 30, 2020 the net deficit after net building amortization was \$3,689,000 or a negative hospital margin of \$2,154,000. We have also incurred to date through this same period of time approximately \$13.3 million in COVID-19 related expenses that have yet to be reimbursed by the Ministry. We are fully anticipating the Ministry of Health's will honour their commitment to provide the financial resources for these additional COVID-19 expenses. Had they been reimbursed as these costs were incurred we would have an operating surplus of approximately \$9.6 million for these first six (6) months of the fiscal year. The Ministry has cash flowed to the Hospital approximately \$7.0 million in pandemic pay which has been paid out to those qualifying staff.



Strategic Direction -

Create a dynamic workplace culture that establishes WRH as an employer of choice

Initiatives

- i) Foster a respectful, safe, inclusive and collaborative work environment across the care team.
- ii) Build capacity to enhance a sustainable workforce with a focus on talent acquisition, retention, and succession planning.
- iii) Develop strategies to optimize attendance, support and nurture a healthy and engaged workforce

Input Sought In Study On Psychological Distress For Healthcare Workers in Wave 2

All healthcare professionals are facing unique challenges due to the COVID-19 pandemic and these challenges have undoubtedly affected their well-being.

In June, Hôtel-Dieu Grace Healthcare along with partners University of Windsor and St. Clair College launched a local research study through WE SPARK Health Institute that aims to explore trends in psychological distress among healthcare workers in Windsor/Essex. The goal is to help understand how best to support, promote, and restore their emotional

wellbeing after the COVID-19 pandemic. In June, the team had over 400 healthcare professionals tell us how they were doing, and we hope to see the same amount of participants during Wave 2. The results of the surveys will be shared widely throughout Windsor/Essex in the new year.



The 15-20 minute [self-administered survey](#) is now available online. Its completion is voluntary and responses will remain anonymous. All healthcare workers are welcomed to participate regardless of participation in the Wave 1 survey. This survey will be available from October 26 until the end of November 2020.

Strategic Direction -

Redefine our collaboration with external partners to build a better healthcare ecosystem

Initiatives

- i) Collaborate with local, regional, and provincial partners to deliver an innovative, seamless system of care.
- ii) Develop opportunities for education and evidence-based research to build an academic healthcare system that attracts and retains professionals from all disciplines.



Strategic Direction -

Continue the pursuit of NEW state-of-the-art acute care facilities

Initiatives

- i) Design the facilities to meet or exceed the standards related to healthcare facility planning, engineering, and design.
- ii) Ensure the design incorporates leading edge practices, technologies and equipment.
- iii) Design the facilities to support excellence and innovation in healthcare research and education.
- iv) Ensure effective and meaningful participation of staff, professional staff, volunteers, patients, academic partners and the community.
- v) Maximize use of current facilities to provide the best possible patient care.
- vi) Work with the WRH Foundation to ensure that a plan is in place to raise the funds required for state-of-the-art equipment/technologies.

New Acute Care Hospital Property Deal Closed

More than five years after the site for a new regional acute care hospital was chosen, Windsor Regional Hospital has officially taking ownership of the 60-acre property at the corner of County Rd. 42 and the 9th Concession. The announcement was made today, following a cheque presentation in support of the new hospital, from well-known local farmer Frank Lafferty, whose sweet corn stand has been a seasonal fixture on the property for decades.

The purchase of sale agreement, originally signed in 2015, closed this month after all of the conditions, including proper zoning of the site and ministry approval of the project, were met.

“This development puts the future Windsor-Essex Hospitals System on solid ground,” says David Musyj, President and CEO of Windsor Regional Hospital. “Today, thanks to the commitment of Premier Doug Ford, Health Minister Christine Elliott, every elected official in this region who made moving this project forward a main priority and the Windsor Regional Hospital Foundation, we are taking a giant step toward a world-class hospital system for our region.”

<https://windsorstar.com/news/local-news/land-for-mega-hospital-acquired-build-receives-50k-donation>

