

2021 WDMH Annual General Meeting Reports

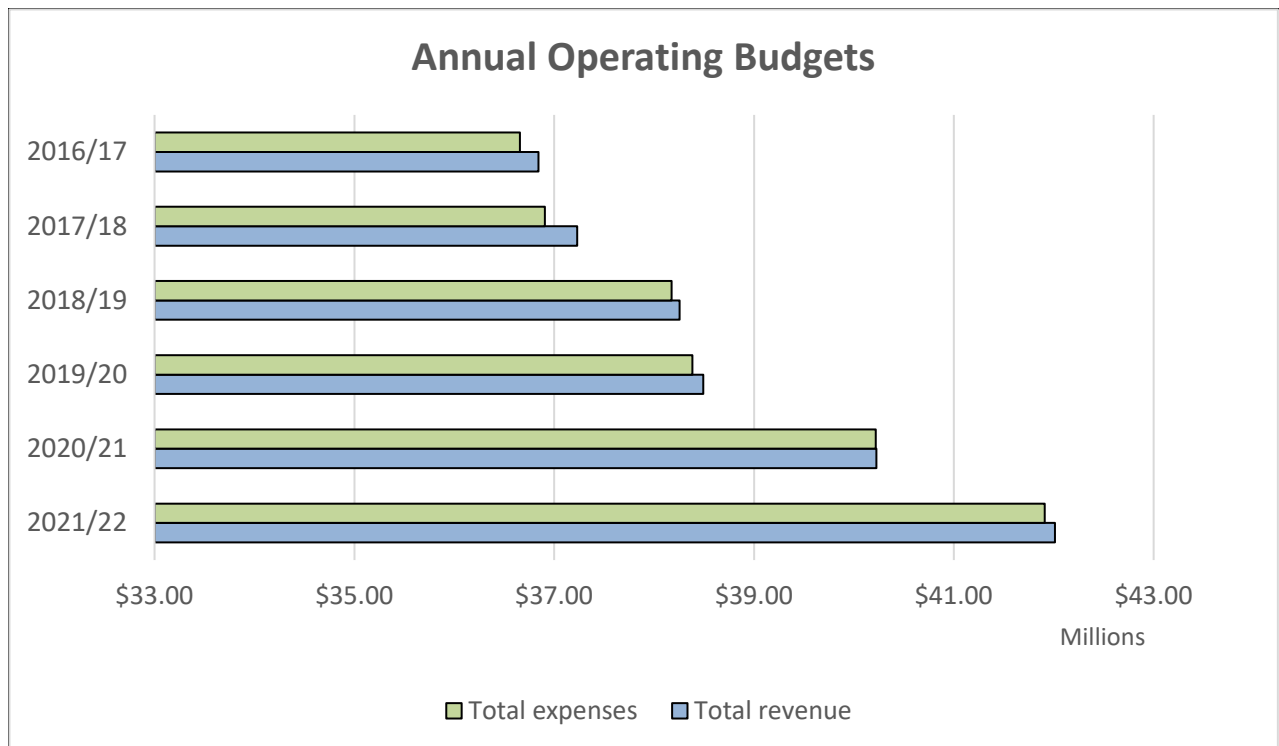
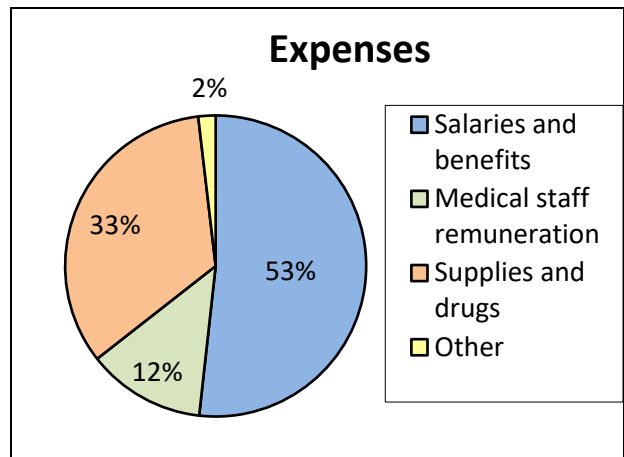
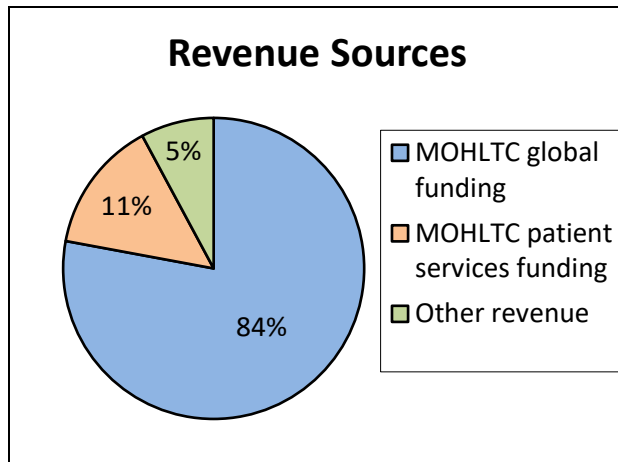
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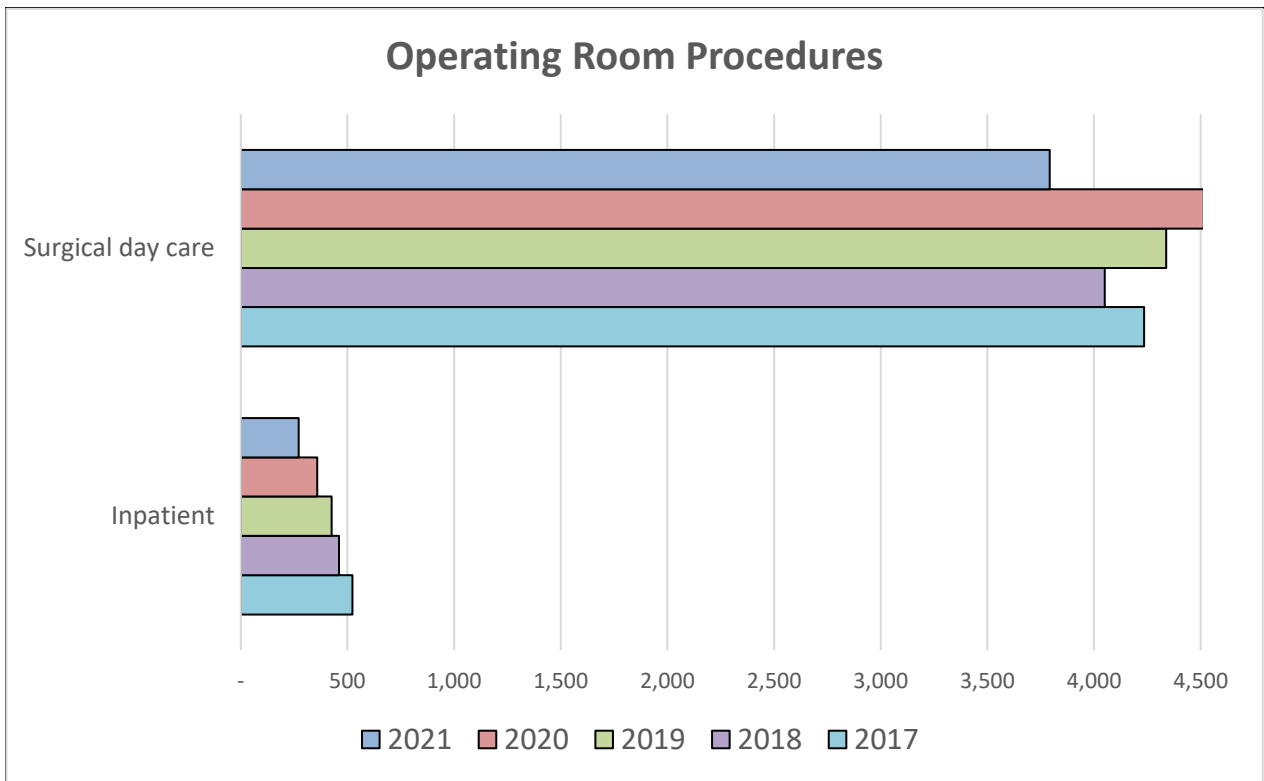
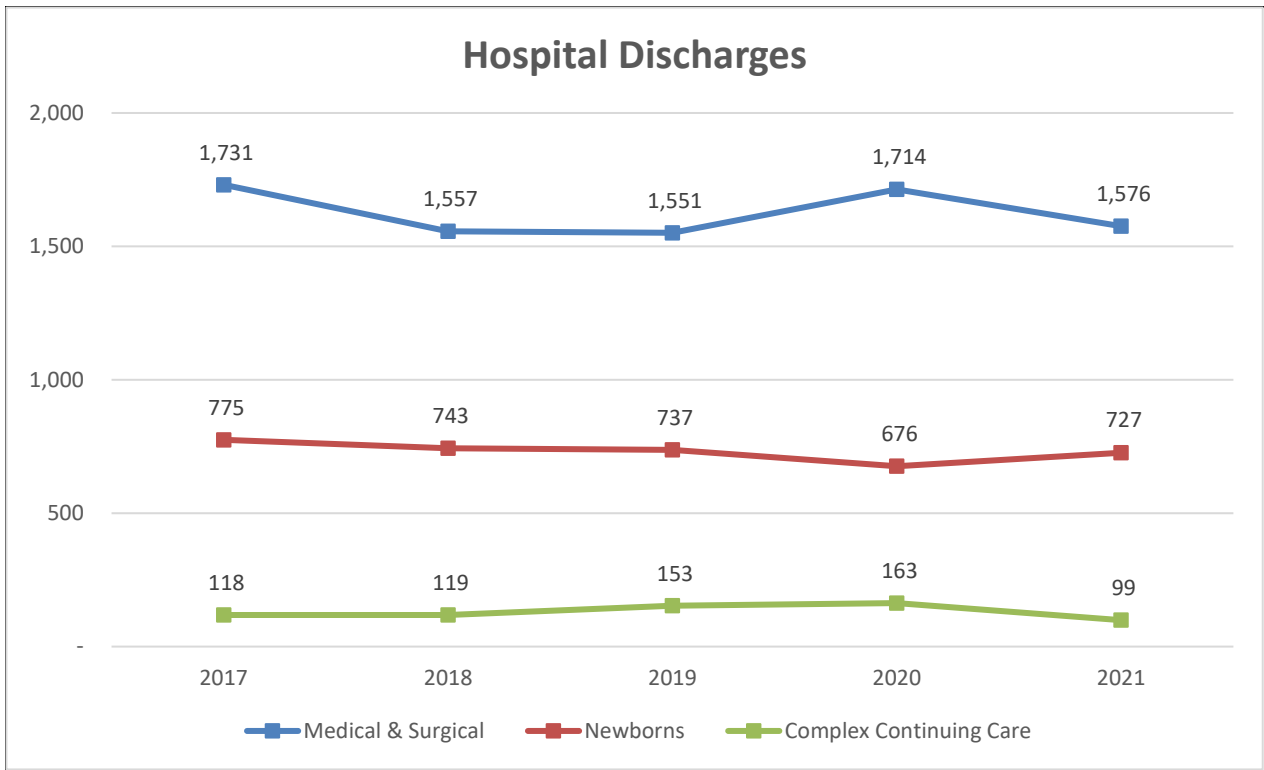
ANNUAL REPORT OF THE TREASURER 2020 – 2021

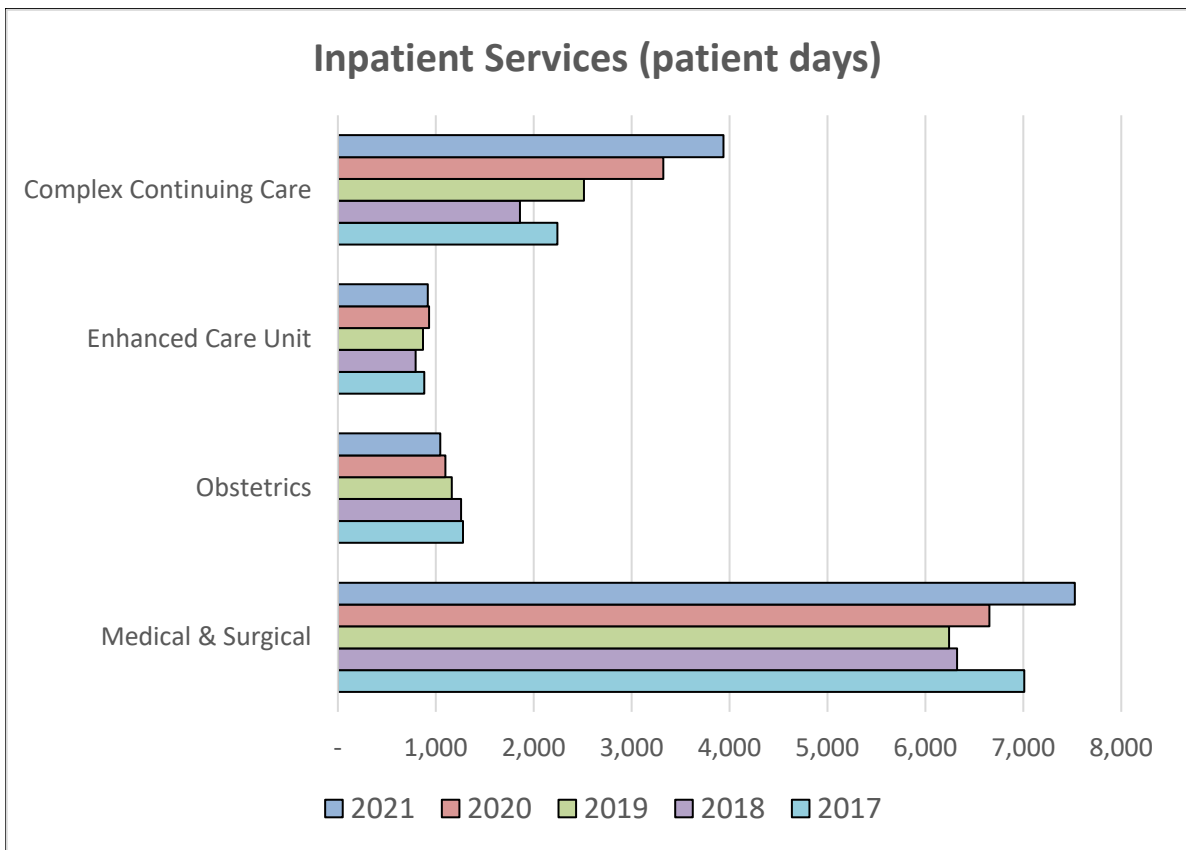
Financial Results:

The hospital reported a yearend surplus of \$92,247 from hospital operations and a total surplus of \$61,195 for March 31, 2021.



Activity:





Outpatient services (visits)

	2020/2021	2019/2020	2018/2019	2017/2018	2016/2017
Diagnostic Imaging	32,125	36,809	36,419	35,981	33,795
Emergency visits	19,554	23,625	23,150	23,618	23,756
COVID Assessment Centre	18,478	-	-	-	-
Medical/Surgical Clinics	6,557	8,987	9,880	8,677	9,322
Hemodialysis	3,530	3,230	3,441	3,517	3,619
Chemotherapy	2,542	2,304	2,610	2,373	2,578
Prenatal Clinic	1,754	2,057	2,118	2,373	2,151
Ontario Breast Screening Program	1,570	2,735	2,720	2,496	2,325
Cardiology	1,562	1,576	1,618	1,590	1,499
Gynecology Clinic	528	1,462	1,887	1,875	1,942
Ophthalmology Clinic	356	1,615	1,923	2,105	2,271

As Treasurer, I would like to take this opportunity to thank the entire Leadership Team.

Respectfully submitted,

Renee Belhumeur
Treasurer



Report of the WDMH Foundation Board Chair WDMH Annual General Meeting June 22, 2021

I am pleased to provide a report from the Board of Directors of the WDMH Foundation.

At this Annual General Meeting last year, I spoke about our community's generous support just three months into the pandemic. Little did we know what was going to happen over the next twelve months - and how that support would multiple over and over. That gratitude for WDMH's amazing team has extended to the WDMH Foundation as well.

Because of our donors, the Foundation has been able to provide WDMH with \$330,277, including 29 new pieces of equipment and a major upgrade to WDMH's wireless network. But those numbers do not tell the whole story. COVID-19 has delayed some of the hospital's requests to the Foundation for capital equipment purchases. I can report that in the last two months alone, we have already funded 8 pieces of equipment, totaling close to \$150,000. And we are ready to do even more in this coming year.

While the Foundation did not host its ever-popular signature event last spring, The Judy Lannin Christmas Wish Tree brought much-needed joy during the festive season. It raised \$57,090 - \$12,000 more than the year before.

We had fewer events organized by individuals and community groups – but together they raised more money. There were 16 events, totalling more than \$80,000

Lynne's Club - our monthly giving program - has 166 active members. In the past ten years, this program has raised close to \$400,000.

And this year, more than ever, our Honour Your Caregiver Program has celebrated WDMH staff and physicians. Fifty-six tributes were received, totaling more than \$12,000.

And finally, we were very honoured and touched to receive 25 planned gifts totaling almost \$3.6 million. We are so grateful that WDMH was a charity of choice for these legacy gifts.

Our relationship with Dundas Manor has blossomed this past year. Planning for the public campaign for the new home is going well. We are excited to take on this challenge, and we know that local communities will be behind us every step of the way.

I want to end my remarks by once again thanking the essential healthcare workers at WDMH and Dundas Manor. They have been keeping patients, residents, and one another safe – and they have done an incredible job. Thank you as well to my Board colleagues, the WDMH Board, and the WDMH Foundation staff for your fantastic work.

And, of course, thank you to our donors. The needs have not changed, and you have been there for us – despite the many challenges of the past year. We are so grateful.

Thank you,

A handwritten signature in black ink, appearing to read "Peter Krajcovic", is positioned above the typed name.

Peter Krajcovic
Chair, Board of Directors
WDMH Foundation



Report of the WDMH Auxiliary WDMH Annual General Meeting June 22, 2021

This year has seen many challenges due to COVID-19, but the Winchester District Memorial Hospital Auxiliary has remained strong and is working diligently behind the scenes to support WDMH. The Board has been meeting regularly and many projects are underway. These include a new bursary program for local high school graduates, fundraising for medical equipment for the Diagnostic Imaging department, and the Gift Shoppe selling items online.

We look forward to getting back to volunteering and in-person fundraising soon.

2020-2021 Fundraising:

- The Auxiliary will donate \$50,000 to be used toward the purchase of a new Trophon sterilization machine and transvaginal probes in Diagnostic Imaging.
- When the RFP process is complete, the Auxiliary will also purchase the Anti-Abduction Security System for our Family Birthing Unit.

Current Finances as of May 31, 2021:

- General Account – \$147,336.72
- GIC – \$219,083.83

Thank you to our amazing WDMH family for their work in the past year.

Elinor Jordan
Co-Chair
WDMH Auxiliary

Debbie DeCooman
Co-Chair
WDMH Auxiliary



ANNUAL REPORT OF THE CHIEF OF STAFF 2020-2021

I continue to feel privileged to serve as Winchester District Memorial Hospital's Chief of Staff. It is an honour to work with such a resilient, creative, and committed group of professional staff. During these unprecedented and challenging times, it has been rewarding to work with the entire WDMH staff and I am sincerely proud of the courage and skills of our entire hospital team. Through their vigilance, WDMH has remained a safe work environment for all and continues to provide excellent care to our patients.

Quality / Services and Partnerships / Integration

The Medical Advisory Committee (MAC) continues to monitor the progress of multiple quality improvement initiatives. Process and workflow improvements continue to be identified based on case reviews and critical incident reviews. For example, in the past year, falls have been identified as a recurring source of patient risk and a hospital-wide multidisciplinary Falls Protocol was developed and implemented. Quality Improvement strategies and indicators are monitored regularly and there is sustained effort to improve hospital services. MAC remains vigilant regarding staff credentials and overall quality of care, with continued attention to careful review of unanticipated outcomes as well as our staff responsibilities regarding documentation.

WDMH and the College of Physicians and Surgeons of Ontario (CPSO) are working together to form a partnership for Quality Initiatives. Dr. Kheira Jolin-Dahel has taken the lead on this initiative which aligns hospital quality initiatives with CPSO physician quality and practice review processes.

EPIC

Dr. Adam Jones-Delcorde, our new WDMH Chief Medical Information Officer, will lead our Professional Staff through the implementation of EPIC over the next two years. We look forward to bringing EPIC to WDMH and developing a shared, unified electronic record. We expect that this project will improve patient care significantly by creating a consolidated electronic record and facilitating communication both internally and with our regional partners.

Coronavirus

With the onset of COVID-19 in 2020, the Medical Advisory Committee continued to monitor changes in service delivery, visitor policies, and infection control protocols throughout the past year. In the autumn of 2020, the Winchester COVID-19 Assessment Centre added respiratory assessments to support the needs of community clinics and patients. Subsequently, the Assessment Centre now also delivers vaccinations to essential workers from the community.

WDMH has stepped up to support our regional partners during the pandemic, helping to relieve occupancy pressures across the region by accepting multiple transfers of patients from other facilities in eastern Ontario. Collaboration and integration have been key to the success of the recent surge response to COVID-19 regional occupancy rates. WDMH has been recognized regionally for our willingness to assist. WDMH continues to adapt to the changing needs of both our local communities and our broader region.

COVID-19 Point of Care (“Rapid”) testing has been implemented at WDMH effective June 1, 2021. Point of Care testing can increase efficiency and safety for some surgical cases, as well as for admissions and transfer of patients.

Our People

Over the past year, we have welcomed 30 new professional staff to WDMH spanning multiple departments and skill sets.

There were several changes to Physician Leadership at WDMH over the past year, with terms ending for Dr. Jose Aquino, Chief of Medical Imaging (November 2020), Dr. Marilyn Crabtree, Chief Medical Information Officer (December 2020) and Dr. Jennifer Ingram-Crooks, Chief of Family Medicine (January 2021). The Medical Advisory is sincerely grateful for their commitment, leadership, and expertise in their fields over the past several years.

We have welcomed new department chiefs:

- Dr. Richard Aviv, Chief of Diagnostic Imaging at the Ottawa Hospital as the new Chief of Medical Imaging at WDMH.
- Dr. Christopher Mykytyshyn as Chief of Family Medicine effective March 1, 2021.
- Dr. Adam Jones-Delcorde recently accepted the role of Chief Medical Information Officer effective June 1, 2021.

WDMH continues to have a robust complement of credentialed staff, with a total of 225 members renewing their privileges for the 2020-2021 year commencing June 1, 2021. At that time, WDMH also said farewell to 20 Professional Staff who chose not to renew their privileges. Below is a departmental breakdown of our Professional Staff by primary service:

- 57 Medical Imaging
- 31 Surgical Staff, including 2 Dentists, with surgeons from General Surgery, Gynecology, Ophthalmology, Urology, Plastic Surgery and Otolaryngology (ENT)
- 36 Family Medicine Physicians, including 4 Physicians regularly providing GP Obstetrical Services
- 50 Medicine Physicians, including both internal medicine generalists and various sub-specialists from respiratory, neurology, rheumatology, sleep medicine, nephrology, and oncology for chemotherapy
- 19 Emergency Medicine Physicians
- 17 Anaesthesia Physicians
- 5 Obstetricians/Gynecologists, including 1 Physician providing ultrasound interpretation
- 10 Midwives

Respectfully,



Dr. Brian Devin
Chief of Staff



ANNUAL REPORT OF THE QUALITY COMMITTEE 2020 - 2021

Patient Care Improvement Plan:

Quality Improvement continues to be a priority at Winchester District Memorial Hospital to support patient care for our community. Our goal is to continuously improve our care by implementing best practices and measuring our results. Our Patient Care Improvement Plan (PCIP) is one tool that helps us review our current performance and view our progress to attain specific targets. Even during a challenging year with the pandemic, WDMH continued to work on our performance indicators to support our Commitment Statement and compassionate excellence.

Last year, we were pleased to have exceeded our *priority goals* targets, achieving:

- 75% compliance with physician notification of suspected sepsis when presenting at the Emergency Department (ED)
- 99% compliance with newborn procedural pain management (Heel Prick)
- 22% compliance for patients who acquired delirium during their hospital stay
- 97% compliance in patient satisfaction – family and patient centred care

During the 2020-21 year, we did not meet our 180 minutes or less target for transfers from the Emergency Department to an inpatient bed. With high occupancy in the Inpatient Units, this indicator has been difficult to attain during the pandemic. As a result, a daily bed management meeting was implemented to prioritize transfers from the Emergency Department to the units as well as a Patient Flow Working Group. The Patient Flow Working Group has reviewed various processes to reduce and remove barriers and maximize process efficiency.

Both the targets for the Operating Room Scheduling Accuracy and Workplace Violence Incidents were not attained. The Operating Room Scheduling Accuracy scored 2% lower than the target (75%) due to the closure of the surgical program in 2020. However, once the surgical program resumed, the indicator attained the goal of 75% accuracy.

The Workplace Violence Incidents scored 2.8% above the target. All workplace incidents were reviewed, and no loss time was experienced. Additional education is planned for 2021-22 to reduce violence in the workplace, supporting best practices for de-escalation techniques.

For 2021-22, the indicators will include the same targets, including physician notification of suspected sepsis, newborn procedural pain management, hospital-acquired delirium, and workplace violence incidents. In addition, the indicators for patient satisfaction 90th percentile time to inpatient bed for Emergency Department admissions (in conjunction with 50th percentile indicator) have been modified to 180 mins and 60 minutes, respectively.

Patient Safety/Quality Improvement Initiatives:

New patient safety/quality improvement and patient experience initiatives are continually underway. Below are a few examples of our accomplishments:

- ✓ Patient and family representatives continue to provide suggestions and feedback on various initiatives. This includes:
 - Sharing feedback on patient brochures such as “*We are Here for You*” sharing the services WDMH provides to our community; review of guide on delirium for patients and families; and documentation for rehabilitation information
 - Reviewing the data of patients awaiting services at WDMH due to the closure of the Operating Room and Ambulatory Care units and providing feedback on the ramp up and ramp down plans for both departments
 - Participating in virtual interview panels for leadership and clinical services positions, including management and the Pharmacy department
 - Deliberating of issues and adapting the visitor policy during the pandemic by regularly reviewing the compassionate exceptions to the policy; review of patient stories and providing feedback on recommendations, discussion on the disclosure process of critical incidents with patients and families; and discussion on the Trillium Gift of Life program offered at WDMH
 - Discussion on rural research projects at WDMH and participation in the Transition of Care for rural hospitals.

- ✓ The Senior Friendly Hospital Committee continues to work on implementing many initiatives to support the needs of our senior population. This work will continue in 2021-22 to evaluate the impact on patient care. The initiatives include:
 - Screening and early treatment of delirium with a rapid review of medication by physicians and pharmacists
 - Hourly rounding on patients to help reduce the incidence of falls by addressing patient needs and increase their mobilization to reduce functional decline
 - WDMH falls program was revised to ensure early assessment of patients at risk for falls in the Emergency and Inpatient Units with rapid interventions to reduce falls and patient harm.

- ✓ Patient satisfaction continues to be a priority in the PCIP during the pandemic. As a result, various initiatives were put in place to ensure patient safety during patient visits, including:
 - Screening of patients and visitors upon arrival and review of our visitor policy to include compassionate exceptions for visits
 - Reorganization of the Emergency Department waiting room with plexiglass between patient seating
 - An Assessment Centre for patients who require same day COVID-19 testing
 - A new Pre-Anesthetic Clinic video for patients who require surgery at WDMH. This tour provides patients with the WDMH process and frequently asked questions by patients and families. It is available on the WDMH website.

- Implementation of electronic patient satisfaction questions for ambulatory care patients who received virtual care
- Review of the post-discharge telephone calls on the Inpatient Units.

Workplace violence is also an important indicator that will continue in 2021-22. As we have seen an increase in the past year, WDMH continues to implement strategies to increase safety in the workplace. A review of the Code White policy is underway, and practice codes have been completed with frontline staff. Education continues for all employees and managers for crisis prevention training/safe management of disruptive behaviours and crucial conversations.

Quality and patient safety remain a priority at WDMH, and we are committed to providing compassionate excellence to our patients and community. The 2020-21 year has been fast-paced with a particular focus on infection control practices and keeping our patients, employees and credentialed staff safe. We continue to be proud of our results and are grateful for the support from our community.

Respectfully submitted,

Holly Brown
Chair, Quality Committee



ANNUAL REPORT OF THE BOARD CHAIR AND CEO 2020-2021

The theme of our *Report to the Community* this year is gratitude. We want to celebrate healthcare workers, families, supportive communities, volunteers, and generous donors. While COVID-19 dominated our lives this past year, it also shone a light on acts of kindness and caring. Let's all applaud that.

From day one of the pandemic, every member of the WDMH team has been committed to keeping our patients, our community, and each other safe. We are very proud of the results:

- The WDMH team has responded – sometimes daily - to the many directives ordered by government. Infection control protocols and education were enhanced. Screening stations were set up and personal protective equipment was procured. Outpatient and non-essential surgeries were impacted. And we continue to support our colleagues at retirement and long-term care homes.
- In partnership with the Eastern Ontario Health Unit, WDMH set up and continues to staff the COVID-19 Testing Centre in Winchester – sometimes receiving more than 1,000 calls per day. The Centre has expanded to also serve as a Vaccination Clinic for high-risk populations and as an Assessment Centre for certain respiratory conditions.
- Programs such as Diabetes Education pivoted to online learning options to ensure patient needs were met.
- In addition to our regular work, WDMH has cared for COVID-19 patients and welcomed other patients transferred from city hospitals. This allowed the larger hospitals to care for patients from Toronto and other areas.
- More than 95% of WDMH staff and physicians have chosen to receive both doses of the COVID-19 vaccine. WDMH was one of only two hospitals in the region where staff members volunteered to go and work in impacted city hospitals. A true 'one team' spirit.
- Our very generous communities have rallied around WDMH – sometimes literally with drive-by salutes. We have received so many positive messages, donations, and ongoing gifts of food and treats. We are humbled and grateful for the support.

Despite the impact of the pandemic, we are also pleased to highlight other accomplishments from this past year:

- Quality and patient safety remain our #1 priority. Successes include low re-admission rates, a new video to assist pre-operative patients, post-discharge phone calls in Complex Continuing Care, Pharmacy Accreditation, and continued research to improve patient care. We are also proud of our high patient satisfaction rates.
- We continue to roll-out our Strategic Plan, with a commitment to patient and family-centred care. It focuses on four central themes: Quality/Services, Our People, Partnerships and Integration, and Accountability.
- WDMH is proud to be partnering with the Trillium Gift of Life Network (TGLN) to save more lives through organ and tissue donation and transplantation. To date, more than two dozen referrals have taken place, resulting in two successful eye donors.

- We have welcomed new staff and physicians throughout the year, including a Geriatrician and a Respiratory Therapist. We have asked most of our volunteers to stay home to keep them safe, and we look forward to welcoming them back soon. We have continued to teach students throughout WDMH. These learners help to enhance our skills as well.
- Input from our Patient and Family Engagement Committee (PFEC) has continued – via Zoom. This ensures that patients are part of the decisions we are making every day. Patients also sit on committees and quality teams.
- Collaboration with health and community partners has been more important than ever. WDMH is helping to develop the Upper Canada/Cornwall and Area Ontario Health Team.
- Our appreciation is extended to the Finance team for another clean audit as confirmed by the external auditors.
- Even through our masks, WDMH spirit shines through Recreation Committee events, our Commitment Awards, and a socially distanced Long-term Service Awards celebration. We also give back to our community through initiatives such as the Christmas Angel program.
- The WDMH Foundation continues to develop and steward special relationships with community members and organizations – with incredible results. Thank you to our donors. Detailed planning for the campaign to raise funds for the new Dundas Manor is also underway and we thank the community members who are involved in these early stages.
- Once again this year, we have joined forces with Dundas Manor, the WDMH Auxiliary and the WDMH Foundation to produce a joint *Report to the Community* which will be delivered to close to 60,000 homes in our region. Our theme is gratitude.

When we speak of gratitude, we must express sincere appreciation to the amazing WDMH team – close to 1,000 staff, physicians, volunteers, and trainees. When COVID-19 arrived, this team got to work, and we are so proud of them. We also want to thank the Board of Directors for their leadership during this unique time in health care.

Let’s continue to stay connected and practice kindness and caring. We welcome input from our local communities and encourage everyone to visit our website; like us on Facebook; follow us on Twitter @WDMHPride; sign up for CONNECT, our e-newsletter; send an email or call us.

Respectfully submitted,



James Pitruniak
Chair
WDMH Board of Directors

Cholly Boland
President & CEO
WDMH