

	MINUTES OPEN SESSION BOARD MEETING Wednesday, November 23, 2022 Zoom Videoconference		
	Directors:	Margaret Dragan, Chair v Anthony lafrate v Bill Gillam, Treasurer v Louis Guimond, Vice-Chair v	Brian Knott v Katherine Mantha v Bob McKinley v Barry Riedy v
Ex-Officio Directors:	Mike Lapaine v Dr. Michel Haddad v	Shannon Landry v Dr. Dhiraj Dhanjani - R	Dr. Paxton Moon - R
Invited Participants:	Marlene Kerwin v Keith Marnoch v	Laurie Zimmer v Kathy Alexander v	Paula Reaume-Zimmer v Dr. Ajayi-Obe - R
Recorder:	Melissa Rondinelli		

1.0 CALL TO ORDER

Margaret Dragan called the meeting to order at 5:00 pm. She noted regrets from Paul Wiersma and Rachael Simon, and welcomed Board members to the meeting. She then read the traditional territory acknowledgement.

2.0 AGENDA APPROVAL

2.1 Approval of Agenda*

Motion duly made, seconded and carried: to approve the agenda as presented.

2.2 Declaration of Conflict of Interest – No conflicts declared.

3.0 CONSENT AGENDA

3.1 INFORMATION ITEMS TO BE RECEIVED

- 3.1.1 Board Chair Report*
- 3.1.2 Professional Staff Association Report*
- 3.1.3 Analysis of Loans and Investments*
- 3.1.4 Hospital Parking Attestation*
- 3.1.5 Global Communication and Community Engagement Plan*

3.2 ITEMS FOR APPROVAL

- 3.2.1 Open Session Board Minutes – Sept. 28, 2022*
- 3.2.2 Chief Financial Officer Certificate*
- 3.2.3 Annual Board Policy Review*
- 3.2.4 Board Planning 2022-23*

Motion duly made, seconded and carried: to receive the reports presented and to approve the following items in the Consent Agenda: Open Session Board Minutes of September 28, 2022, Chief Financial Officer Certificate, that the Board recognize the annual Board Policy Review is complete as required, and approves the recommended Board Policy revisions as presented, and the draft work plan and Board priorities as presented.

4.0 ACCREDITATION EDUCATION/ANNUAL SAFETY TRAINING*

Linda Schaefer, Manager of Quality and Patient Safety, provided the Board with Patient Safety training, an annual Accreditation requirement for volunteers. She reviewed emergency codes, privacy and confidentiality, access to health records, protection of health information, and practices for infection prevention and control. Linda also highlighted quality initiatives including the Red Rule and Bluewater Health's (BWH) work to promote a just culture. Shannon Landry brought attention to the Accreditation Newsletter included in the package, noting it was the first of four newsletters the Board would receive in preparation for the Accreditation Survey.

5.0 BOARD DECISIONS/OVERSIGHT/POLICY FORMATION

5.1 President & CEO Report*

Mike Lapaine presented his report. He noted daytime landing approval for the helipad was imminent, with news to follow soon on the nighttime landing approval. Margaret asked about the budget for the helipad. Laurie Zimmer reported the project was under budget, and BWH had received 80% of funding from the BWH Foundation to date. An inquiry about BWH's flu vaccination rate followed. Shannon reported 29% of staff were vaccinated, with absolute numbers better than last year, but lower than two years ago. Flu clinics will continue until December 15. Mike then reflected on his career at BWH. He expressed appreciation for the supportive, trusting, relationships he has developed with the Board over the years, and shared comfort in knowing the ingredients were in place for the organization to continue to thrive into the future. Margaret thanked Mike for his years of service to BWH.

5.2 Chief of Staff Report*

Dr. Haddad presented his report and highlighted the work of the Medical Advisory Committee (MAC), including approval of a new quality improvement initiative focused on completing goals of care discussions, Chief of Staff Goals, and Professional Staff By-law revisions. He also mentioned Accreditation preparations have begun, physicians are supporting the No One Waits (NOW) initiative focus on length of stay, and he is working with Laurie in response to the pediatric surge. Questions followed about patient flow and physician recruitment. Dr. Haddad reported the hospital was busy, and this is expected to continue. BWH recruitment efforts are going well, with a new orthopedic surgeon, anesthesiologist, and infectious disease specialist hired, an offer out to a psychiatrist, and an interview with an oncologist scheduled this week.

5.3 Governance & Nominating Committee Highlights*

Anthony lafrate presented the highlights and brought attention to the Community Engagement and Communications Report included in the consent agenda. He noted the Committee received an informative presentation from Keith Marnoch, during which he fielded questions about media and social media trends. The Committee also reviewed Board survey tools and results, including feedback about the Board Retreat, which was positive overall. The need for improved technology for hybrid meetings was identified and is under investigation. Anthony also mentioned there was feedback regarding the Professional Staff By-laws; therefore, there is a plan to bring the final draft to the Board for approval in January 2023. Margaret thanked the organizers and presenters involved with the Board Retreat.

5.4 Resource Utilization & Audit Committee (RUAC) Highlights*

Bill Gillam presented the highlights and brought attention to the NOW 2.0 update received, noting the hospital is shifting its focus to Estimated Date of Discharge, and will continue to track Time to Inpatient Bed. He also noted the organization has begun working on next year's operating plan. There were no questions, comments, or concerns.

5.5 Monthly Financial Statement*

Bill invited Marlene Kerwin to present the financial statements. Marlene reported BWH has a surplus of \$407K at the end of September, and is forecasting a year-end deficit of \$3.6M. It is expected BWH will continue to have negative variances in wages/benefits without offsetting funding. Marlene also mentioned utilities are over budget by \$600K, expected to increase to \$1.2M by year-end, with natural gas prices having more than doubled. She noted BWH has locked in some rates with the provider for the next fiscal year. It was questioned whether BWH should continue to run the Cogen. Marlene reported BWH has been taking the Cogen offline because of the increase in gas prices. Questions about potential funding and patient flow pressures followed. Marlene advised the Ministry has recently indicated hospitals will not have to return unearned Quality Based Procedure funding. BWH will advocate for additional surgical funding since it has been able to continue with hip and knee surgeries so far. Discussion regarding surgical cases and pressures from other regions followed. Mike explained BWH is unable to refuse care based on geography in accordance with the *Medicare Act*. It was noted the hospital has been balancing patient flow, and is not seeing an increased demand for pediatric beds locally. Other regions are quite challenged with patient flow; therefore, the hospital is supporting patient transfers as able. Dr. Haddad mentioned it is important to help; and highlighted the willingness and commitment of the BWH staff that have stepped up to support transferred patients.

Motion duly made, seconded and carried: to approve the Financial Statement for the period ended September 30, 2022 as presented.

5.6 Resource Utilization and Audit Committee Performance Scorecard*

Bill invited Marlene to present the scorecard. Marlene noted BWH is tracking off target on a number of indicators including Time to Inpatient Bed, Absenteeism, Alternate Level of Care, etc. due to increased patient volumes, COVID, and outbreaks in long-term care. On a positive note, Marlene reported the adjusted Working Capital indicator is on target. There were no questions, comments or concerns.

5.7 Quality Committee Highlights*

Kirk Wilson presented the highlights. He reported BWH is expecting guidelines for the Quality Improvement Plan from Health Quality Ontario, which Shannon reported receiving at BWH today. Kirk then brought attention to the new patient experience survey BWH is preparing to implement in collaboration with Qualtrix. He also noted the Committee received updates on the NOW initiative and Accreditation. Margaret brought up the diversity education at the Board Retreat, and recommended the learnings be applied to BWH's Red Rule (two patient identifier). There were no further questions, comments or concerns.

5.8 Quality Committee Performance Scorecard*

Kirk presented the scorecard, noting a number of indicators were tracking off target. Shannon explained there is currently no patient experience data, although an internal survey will begin November 30, and work is underway on an agreement with Qualtrix for a new patient experience tool. She also noted the Repeat Visits to ED within 30 Days for Mental Health indicator should improve once ACCESS Open Minds opens in January.

5.9 Foundation Report*

Kathy Alexander presented the Foundation report and highlighted the efforts of Owen Byers, who recently resigned as Chair of the CEEH Foundation after many years of dedicated service. Margaret mentioned there was a good turnout at last night's Dream Home Appreciation Event. Kathy noted this year's lottery had the best sales start and trends to date.

6.0 **ADJOURNMENT**

Margaret again shared appreciation for Mike's leadership, and thanked him for his years of service to BWH. Mike acknowledged the Board and staff in his success.

Motion duly made, seconded and carried: to adjourn the meeting at 6:05 pm.



Margaret Dragan, Chair



Mike Lapaine, Secretary



Melissa Rondinelli, Recorder