

	MINUTES OPEN SESSION BOARD MEETING Wednesday, March 24, 2021 Zoom Videoconference 5:00 pm		
	Directors:	Marg Dragan, Vice-Chair ✓ Anthony Iafate ✓ Bill Gillam ✓ Jenny Greensmith ✓	Louis Guimond, Treasurer ✓ Brian Knott, Chair ✓ Katherine Mantha ✓ Bob McKinley ✓
Ex-Officio Directors:	Mike Lapaine ✓ Dr. Michel Haddad ✓	Shannon Landry ✓ Dr. Andre Rudovics - R	Dr. Lincoln Lam - R
Invited Participants:	Samer Abou-Sweid ✓ Julia Oosterman ✓ Kathy Alexander ✓	Laurie Zimmer ✓ Paula Reaume-Zimmer ✓ Dr. Dhiraj Dhanjani – R	
Recorder:	Melissa Rondinelli		

(*attached in the minute record book)

1.0 CALL TO ORDER

Brian Knott called the meeting to order at 5:00 pm. He remarked on the anniversary of the pandemic this week, and paid tribute to the Executive Team, management, physicians and staff for continuing to perform exceptionally, as evidenced by recognition as one of the top hospitals in Canada again this year, wait times, and more.

1.1 Traditional Territory Acknowledgement

Brian read the traditional territory acknowledgement.

2.0 AGENDA APPROVAL

2.1 Approval of Agenda*

Brian invited members to remove any items from the consent agenda. There were no changes to the agenda. Paul Wiersma highlighted the positive Board Evaluation results, which attest that the Bluewater Health (BWH) Board and the Board Chair are both high functioning.

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

2.2 Report on the In-Camera Board Meeting

Brian reported the Board made decisions on Professional Staff credentialing, received updates on financial planning, a property matter, the Addictions Centre, the Integrated Risk Management Pandemic Response Report, and discussed the helipad development, and a funding request to the County of Lambton.

2.3 Declaration of Conflict of Interest - There were 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 Resource Utilization and Audit Committee Performance Scorecard*
- 3.1.4 Quality Committee Performance Scorecard*
- 3.1.5 Board Evaluation Results*
 - OHA Board Self-Assessment Report*
 - Board Meeting Evaluation Results*
 - Board Chair Evaluation Results*
- 3.1.6 Foundation Report*

3.2 ITEMS FOR APPROVAL

- 3.2.1 Open Session Board Minutes – Feb. 24, 2020*
- 3.2.2 Chief Financial Officer Certificate*
- 3.2.3 Hospital Service Accountability Agreement (HSAA) extension, Multi-Sector Service Accountability Agreement (MSAA) Extension and M-SAA Declaration of Compliance*
- 3.2.4 Revised Procurement & Spending Authority Policy*
- 3.2.5 Revised Meetings without Management Policy*

Motion duly made, seconded and carried: to receive the reports presented and to approve the following:

- ***Open Session Board Minutes of February 24, 2021***
- ***CFO Certificate***
- ***The Board Chair and CEO sign the Hospital Service Accountability Agreement Notice and Extension Letter extending the term and the Schedules to March 31, 2022, and the Multi-Sector Service Accountability Agreement Notice and Extension Letter extending the SAA to March 31, 2022; and, the Board Chair sign the M-SAA Declaration of Compliance.***
- ***The revised Procurement and Spending Authority Policy as presented.***
- ***The revised Meetings without Management Policy as presented.***

4.0 PRESIDENT & CEO REPORT*

Mike Lapaine presented his report and highlighted that the mass vaccination clinic in Point Edward began this past Monday. The clinic is expected to vaccinate 1,000 people by tomorrow. In addition, physician offices are now administering the vaccine; with hopes the numbers will reach 1,500-2,000 vaccinations per day in Sarnia-Lambton (subject to supply). The province is focused on getting as many first dose vaccinations done as possible, with intentions to have vaccinations complete by the May long weekend for everyone interested in getting one. The need to aggressively administer vaccines with the third wave upon us was noted. Jenny Greensmith brought attention to BWH's ranking as one of the best

hospitals in Canada. Mike indicated BWH did not apply for the ranking, and mentioned he was particularly proud of BWH's wait times throughout the pandemic, since many hospitals are not in the same situation.

Bob McKinley inquired if BWH staff continue to be vaccinated and asked what happens if staff are not vaccinated. It was noted 88% of staff and physicians are vaccinated, and all staff that wanted a vaccination have received one. The hospital on-site vaccination clinic is no longer operating. Any new staff/staff on leaves wanting a vaccination, will go to the mass vaccination clinic moving forward. In regards to staff that refuse vaccination, Shannon Landry indicated BWH would update its flu policy to include any infectious respiratory diseases, which mandates that unvaccinated staff cannot work in an outbreak unit. If the outbreak unit is the only unit the unvaccinated staff member can work, they would be placed off work - potentially unpaid. It was mentioned there is a controversial campaign underway to make vaccination mandatory. Katherine Mantha asked if other hospitals are following the same approach. Shannon confirmed unionized hospitals are following the same process, as there was an arbitration decision that hospitals cannot require immunization.

Brief discussion regarding the salary disclosure list followed. Mike pointed out there were 27 pay periods in last year's report, whereas there were 26 pays this year, which may account for the minimal increase for BWH this year.

5.0 BOARD DECISIONS/OVERSIGHT

5.1 Resource Utilization and Audit Committee Highlights*

Louis Guimond presented the highlights noting February and March are very busy months for the Finance team at Bluewater Health. He reported the Committee unanimously approved nine recommendation for the Board, which will be tabled this evening. Louis also mentioned the audit is on track and will be presented at the Annual General Meeting (AGM) in June. No questions, comments or concerns were raised.

5.2 Monthly Financial Statement*

Louis presented the Financial Statements for the period ending January 31. He noted the hospital has a \$19K operating surplus and is forecasting a positive variance this year. There were no questions, comments or concerns regarding the Financial Statements.

Motion duly made, seconded and carried: to approve the Financial Statement for the period ended January 31, 2021 as presented.

5.3 2021-22 Draft Expenditure Plan*

Brian indicated that both the Quality and Resource Utilization and Audit Committees reviewed the Draft Expenditure Plan for recommendation to the Board. Louis then presented the draft deficit plan of \$2.6M. He noted that BWH has predicted a deficit for the last four years, and has managed to end each year in a surplus position. Louis explained this year was unusual due to pandemic, and most of the costs built into the plan are related to salaries. Paul asked if the plan would be adjusted if BWH receives more funding. Louis indicated that once the revenue is confirmed, it is expected the budget will balance. Mike advised that when the hospital gets its funding allocation, the revenue side would be adjusted. He explained the hospital used last year's budget as the take off for budgeting this year, instead of this year's actuals, because of the circumstances. Louis shared confidence in the draft plan before the Board for consideration.

Motion duly made, seconded and carried: Whereas management presented the 2021/22 Expenditure Plan, and whereas the hospital is still awaiting final confirmation of the 2021/22 funding details from the Ministry, and whereas management is looking for approval of the expenditure portion of the budget prior to the new fiscal year in order to manage hospital operations pending funding confirmation, the Board approves the 2021/22 Expenditure Plan outlined in the expenditure portion of the budget as presented.

5.4 2021-22 Draft Capital Budget*

Louis presented the draft Capital Budget and highlighted that some expenditures could not be completed last fiscal year. These carry over capital items, other end-of-life items, and the capital projects outlined in the briefing note, are recommended for approval this year. It is unknown how much of the plan will be achieved next year. Louis also reviewed the funding available for the budget. Samer Abou-Sweid added that there is a \$500K contingency built into the budget as well. There were no questions, comments or concerns.

Motion duly made, seconded and carried: to approve the 2021-22 Capital Budget as presented.

5.5 2021-22 Annual Human Resources Plan*

Louis presented the Annual Human Resources Plan, which includes demographics and metrics that illustrate the composition of staff at BWH. The report also includes priorities for this coming year, which include proactive human resource planning based on demographics, ensuring safe work environments, and focus on a culture of learning. Bob McKinley noted the shift in demographics from prior years, when there was concern about the percentage of staff eligible for retirement, compared to the current data with 53% of staff with four years or less experience, and the average age at 41.

Motion duly made, seconded and carried: to approve the 2021-22 Human Resources Plan as presented.

Dr. Haddad joined the meeting at 5:28 pm.

5.6 2021-22 Annual Physician Human Resources Plan*

Dr. Haddad presented the Annual Physician Human Resources Plan, which was vetted by the Medical Advisory and Resource Utilization and Audit Committees for recommendation to the Board. The report summarizes community needs for specialists. Dr. Haddad explained the hospital recruits specialists, while the community leads primary care recruitment. BWH has been successful with a number of recruitments this year. Dr. Haddad indicated the plan goes before the Board for approval for the resources involved in recruiting specialists. He fully endorsed the plan and reported the hospital has a number of leads for the specialists listed. He was asked if recruitment has been completed virtually, and if the costs are included in the Expenditure Plan. Dr. Haddad confirmed BWH has relied on virtual recruitment this year, even though it is not ideal. He mentioned a recruitment video prepared by the Communications team has been helpful for the candidates, and it is unlikely BWH lost any candidates due to virtual recruiting. He also confirmed recruitment costs are included in the Expenditure Plan. It was further clarified that approximately \$350-400K is included in the budget, not the full \$1.2M budget, as BWH does not typically recruit all of the specialists listed in one year. The Board commended Dr. Haddad for the successful recruitments during the pandemic.

Motion duly made, seconded and carried: to approve the 2021-22 Physician Human Resources Plan as presented.

Brian shared appreciation for the fulsome reports provided in the agenda package.

5.7 Pandemic Response & Hospital Operations Scorecard*

Brian mentioned an updated scorecard was added to the agenda package today. Jenny reported she was pleased to see the results for the week of March 14, as well as the decreasing surgical backlog numbers, even with increasing COVID numbers in the community. Louis deferred to Samer for an update. Samer mentioned that although the hospital was in “green” the week of March 14, the hospital is in “yellow” today with the increase in local COVID cases, long-term care (LTC) outbreaks, COVID admissions, and an increase in acuity of inpatients. BWH is looking to expand capacity and continues to support local vaccination efforts. BWH management was asked for commentary on the COVID variants in the community. Dr. Haddad reported 71 of the 209 local cases are variants, and Sarnia-Lambton is the second or third highest per capita for cases in the province. He noted there are reports that ICU admissions are increasing again, with younger patients with the variants.

5.8 COVID-19 Update

It was noted the hospital is experiencing capacity issues, and there are currently nine COVID positive admitted patients. Paul asked if there is any clarity on next steps after vaccination. Dr. Haddad reported there is hope with vaccinations, however, it is difficult to predict the future. Canada cannot begin developing a roadmap for the future until more people are immunized.

5.9 Quality Committee Highlights*

Jenny Greensmith presented the highlights and brought attention to the Patient Experience Report the Committee received. The report showed a decrease in patient experience, which was expected due to pandemic visitor restrictions. However, the report also noted that patient compliments far outweighed the concerns raised. Jenny also reported the Quality Committee was pleased to see quality care improvements embedded in the annual Expenditure Plan, with no reduction in services or care. There were no questions, concerns or comments.

5.10 Quality Improvement Plan (QIP) Annual Report*

Jenny presented the annual QIP results noting that BWH met the target for the primary indicator, one of the supporting indicators, and was close to meeting the two other supporting indicators. She noted the results are a testament to the focus on the No One Waits (NOW) initiative. The QIP was submitted to Health Quality Ontario (HQO) in January. Shannon Landry added that HQO has indicated the QIP process is on hold for 2021-22. Brian asked if the new QIP would focus on pandemic indicators. Shannon confirmed this is the expectation, however, the hospital continues to await further direction from HQO.

Motion duly made, seconded and carried: to accept the QIP results for 2020-2021 as presented.

5.11 Governance & Nominating Committee Highlights*

Anthony lafrate presented the highlights and noted the Committee spent considerable time revising the Board interview questions, which will be taking place virtually this year. He reported the Committee also reviewed recent Board evaluation results, which were positive. Anthony thanked everyone for providing feedback, and shared appreciation for Brian's leadership. Next, he mentioned the Board Goals tracking for this year would be put on hold, with plans for the Board to work with Anne Wojtak to develop measurable goals that align with new Strategic Plan. The Committee also discussed Board education opportunities and the AGM. Each Board member is invited to participate in the Indigenous Culture Safety Training online program, and there will be efforts made to include governance training for the Board next year. Lastly, Anthony noted the AGM would be held virtually this year, with a live Facebook feed. The idea of a keynote speaker for the event is still under consideration. Invitations will be sent out

similar to previous years. Louis asked if there would be further discussion regarding the recommendation for Board Chair and Committee Chairs to continue to encourage Director engagement in virtual meeting environments. Julia confirmed this is ongoing work and there may be some training on how to provoke more engagement in a virtual environment. Brian added that Board applications close March 30, there is meeting on April 14 to shortlist the applicants, and interviews are planned for April 22.

Bob asked if there is any idea of when the Board will meet in person again. Management suggested this is very difficult to predict and will depend on a number of variables such as vaccine supply chain, vaccination uptake, and more. It was noted many organizations have been meeting virtually and are looking to hybrid approaches in the future. The Board was hopeful to meet in person again.

5.12 Strategic Planning Update*

Mike presented the revised schedule for the Strategic Planning Project. He noted the Steering Committee met this week to provide feedback on the environmental scan that will be presented to the Board April 28. Community and internal surveys are also out for feedback. Mike asked the Board for feedback on timing for the virtual three-hour Board Retreat. It was suggested the Board be polled to determine the best date/time for the meeting.

5.13 Sarnia- Lambton Ontario Health Team (SL OHT) Update

Mike reported the Ministry has provided assurance of funding effective April 1, 2021, and for the hiring of an Executive Lead. As such, the OHT Steering Committee has struck a Recruitment Committee to recruit for the position, with the successful candidate expected to start in late spring. Mike also mentioned Anne Wojtak is working with primary care to develop their OHT Council, which will act like a Medical Advisory Committee (MAC) for the community. There were no questions, concerns or comments.

6.0 CHIEF OF PROFESSIONAL STAFF REPORTS

Dr. Haddad presented his report for information and highlighted the MAC met last week to approve clinical recommendations, and discussed the COVID response, reappointment process, recruitment efforts, and the resumption of physician education that has been paused through the pandemic.

7.0 POLICY FORMATION – None

8.0 OPEN FORUM

Paul Wiersma acknowledged that the Foundation Report was in the Consent Agenda for time management reasons, and requested that consideration be given to returning it to the

regular agenda in the future. Kathy Alexander was then invited to share the combined BWH/CEEH Foundation report. She reported the two Foundations continue to work together on the Dream Home lottery, which closes in less than two weeks. Kathy also provided special acknowledgement to Dr. Haddad and a BWH Respiratory Therapist, for participating in today's donor stewardship event, which was well received. Brian shared appreciation for the donor information session offered today. Kathy mentioned the Foundation is planning two more sessions and acknowledged the Communications team for helping to plan the events. Lastly, Kathy reported the Foundation is hosting two golf tournaments this year.

The Board also congratulated Julia Oosterman for being recognized on International Women's Day, and shared appreciation for everyone involved in the vaccination clinics.

9.0 ADJOURNMENT

Motion duly made, seconded and carried to adjourn the meeting at 6:21 pm.

Brian Knott
Chair

Mike Lapaine
Secretary

Melissa Rondinelli
Senior Executive Assistant - Recorder