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|  | MINUTES OPEN SESSION BOARD MEETING Wednesday, May 27, 2020 | | |
| | Directors: | Marg Dragan, Treasurer ✓ Anthony Iafraite ✓ Bill Gillam ✓ Jenny Greensmith ✓ | Louis Guimond ✓ Brian Knott, Vice-Chair ✓ Katherine Mantha ✓ |
| Ex-Officio Directors: | Mike Lapaine ✓ Dr. Michel Haddad ✓ | Shannon Landry ✓ Dr. Andre Rudovics ✓ | Dr. Lincoln Lam – R |
| Participants: | Samer Abou-Sweid ✓ Julia Oosterman ✓ | Laurie Zimmer ✓ Kathy Alexander ✓ | Paula Reaume-Zimmer ✓ Dr. Dhiraj Dhanjani –R |
| Invited Guests: | Pat Davis - R Beverly Hand - R Lorri Kerrigan ✓ | Art Mamouhdi ✓ Jason McMichael - R Marcie Myers – R | Tom Salmoni - R John Sottosanti ✓ Jennifer Wilson – R |
| Recorder: | Melissa Rondinelli | | |

(*attached in the minute record book)

1.0 **CALL TO ORDER: 5:04 pm**

Paul Wiersma welcomed everyone to the meeting and noted the Non-Director Committee Members had been invited to attend the meeting.

1.1 Traditional Territory Acknowledgement

Paul read the traditional territory acknowledgement.

1.2 Report on the March and April In-Camera Board Meetings

Paul reported the Board made decisions at the March and April meetings regarding Professional Staff credentialing, non-union compensation, and pay for performance executive compensation related to the Quality Improvement Plan (QIP). The Board also received information updates on COVID-19, 2019 employee salaries and benefits, and the CEO and Chief of Professional Staff performance management and evaluation process.

1.3 Patient Story

Julia Oosterman shared two patient stories from family members of COVID-19 patients exemplifying how acts of kindness can make a positive impact on the patient and family experience. Kathy Alexander reported one of these families made a donation on behalf of their loved one, and the story has been shared with the Intensive Care Unit team.

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 - None declared.

3.0 CONSENT AGENDA

3.1 ITEMS TO BE RECEIVED

- | | |
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| 3.1.1 Board Chair Report* | 3.1.4 Audit Planning Letter* |
| 3.1.2 Professional Staff Association Report* | 3.1.5 Board Work Plan* |
| 3.1.3 Analysis of the Loans and Investments* | 3.1.6 Board Goals* |

3.2 ITEMS FOR APPROVAL

- 3.2.1 Open Session Board Minutes – March 25, 2020*
- 3.2.2 Chief Financial Officer Certificate*

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 – March 25, 2020 and the Chief Financial Officer Certificate.

4.0 COVID-19 Update

Mike Lapaine reported the province began lifting Directive #2 measures last evening which means Bluewater Health can slowly begin to ramp up services subject to: occupancy levels, prevalence of COVID-19 in the community, personal protection equipment (PPE) availability, regional approval, etc. Mike noted it is far more complicated to ramp up than it was to scale back operations at the onset of the pandemic. Significant planning is underway analyzing wait lists and backlogs to determine how to best serve patients that have been delayed care due to the crisis. It is expected Directive #2 will not be fully rescinded until provincial COVID-19 “hot spots” are under better control, which will impact Bluewater Health’s ability to ramp up. Mike also noted Bluewater Health has implemented a universal masking policy in all public areas of the hospital for staff, patients and visitors.

Next, Mike reported Bluewater Health is working with various partners to address the outbreak at the Vision Nursing Home. He provided an overview of the COVID-19 infection rates at Vision and discussed challenges the organization is facing. Options to manage the

crisis are being considered and Bluewater Health will continue to support Vision. This crisis will impact the hospital's ability to ramp up services.

Dr. Haddad added there has been great engagement from medical staff throughout the pandemic and they are included in the committees working to re-establish services and procedures. He reported he is encouraged by the innovation taking place with virtual care and scheduling opportunities, and pleased Bluewater Health has not been impacted by an outbreak. This is evidence that staff and physicians are following processes and PPE requirements.

Questions were raised about whether Bluewater Health staff are staying on site at Vision, what the role of Public Health is in containing the Vision outbreak, the status of pandemic pay, the overall morale at Bluewater Health, if staff impacted by reduced hours are transitioning back to work, the status of reprocessing N95 masks and the type of masks provided to patients and visitors.

It was reported Bluewater Health staff are not staying on site at Vision and their service will be dedicated to Vision during their redeployment. There was confirmation Public Health has a role in the outbreak. Partners agreed this week that going forward Bluewater Health will direct and lead efforts regarding infection prevention and control, PPE, environmental services, communications and employee resilience at Vision.

Mike reported the hospital continues to await funding and direction on the issue of pandemic pay. Paula Reaume-Zimmer indicated morale is variable with everyone experiencing the weight of the pandemic differently. The Resilience Team continues to round and is completing check-outs at the end of shifts to support and recognize staff. She noted universal masking has provided peace of mind and ongoing communication and information will be key to ensuring engagement and resilience. Staff impacted by reduced hours will begin to get more hours as services ramp up.

Bluewater Health is awaiting Ministry approval to use the machine purchased to reprocess N95 masks. This machine will provide added assurance that PPE needs can be met as N95 mask usage increases with the ramp up of services. Patients will be provided with donated masks.

5.0 BOARD DECISIONS/OVERSIGHT

5.1 Annual General Meeting (AGM)*

Anthony lafrate presented a Briefing Note regarding planning for this year's AGM. He noted the Board previously recommended the AGM be held at the Lambton College Event Centre. Management has considered several meeting options for this year's AGM. Although there is opportunity to delay the AGM to the end of August, it is unknown when restrictions on

gatherings of more than five people will be lifted, therefore, it is recommended the meeting proceed on the original date by videoconference. Furthermore, it is recommended the meeting be limited to Board members and invited guests as it would be cumbersome to manage an Open meeting securely, and there has been little public attendance in the past year. The agenda package will continue to be published to maintain transparency.

Motion duly made, seconded and carried: to approve that:

- ***the resolution approving the AGM be held at Lambton College Event Centre be revoked;***
- ***the Board hold the AGM on June 24, 2020 by videoconference for Directors, invited participants, and Non-Director Committee Members only; and***
- ***Bluewater Health communicate its decision to not invite the public to this year's AGM due to the pandemic, with assurance all material and decisions will be shared publicly.***

It was recommended members of the media be invited to the AGM. Julia Oosterman was open to inviting the media as suggested.

5.2 Financial Statements*

Marg Dragan presented the financial statements for the period ended March 31, 2020. She reported the hospital originally projected a \$1.3M deficit and is expected to end the year with an \$885K surplus. This is due to recognition of surge funding, an energy rebate of \$1.8M and \$2.1M in sustainability funding. Marg then discussed shortfalls in quality based procedure (QBP) volumes due to the pandemic, specifically noting QBP funding for hips and knee surgeries is not expected to be clawed back, however, funding for cancer surgeries is. Next, Marg noted capital spending is less than expected and the hospital's working capital is not as robust as it has been. This is because Bluewater Health has been financing the Combined Heat and Energy Project through working capital. A recommendation for a loan for this project will be presented to the Resource Utilization and Audit Committee in June. If approved, Bluewater Health's working capital will return to a positive position. Marg also noted the audit is underway and recognized the Finance team for supporting this work virtually.

Motion duly made, seconded and carried: to approve the Financial Statement for the period ended March 31, 2020 as presented.

The hospital was questioned whether there is any risk of losing funding grants for projects because of pandemic delays. Samer Abou-Sweid reported all projects covered through the Hospital Infrastructure Renewal Fund (HIRF) will be completed on time. The \$1.2M grant related to the Combined Heat and Energy Project is on the line if the project is not completed by the end of December, however, the vendor is committed to

completing the project on time. As a precautionary measure, Bluewater Health will be asking for an extension.

5.4 Resource Utilization and Audit Committee Performance Scorecard *

Marg noted there was debate about bringing the scorecard forward given the impact of the pandemic on the indicators. She then presented the scorecard indicators updated this month and highlighted:

- positive results for the 90th Percentile Time to Inpatient Bed and Alternate Level of Care Rate
- the absenteeism rate is slightly off target and will be impacted in the latter part of March due to isolation requirements related to the pandemic
- steady progress with the Emergency Department Cost per Visit indicators
- the QBP, surplus and working capital indicators were already discussed with agenda item 5.3.

Paul asked if capital spending is typical and whether there is any risk related to deferred capital items. It was noted there is no risk, and because there is a short window to complete the Request for Proposal (RFP) process, it is typical that the hospital does not hit the capital spend target. Approved capital items are carried over to the following year. If the work is not completed within that year, the item is required to be vetted through the capital planning process again.

5.5 Quality Committee Scorecard*

Brian Knott presented the scorecard noting Bluewater Health will see the major impact of the pandemic on the April and May results. He then highlighted the following:

- there was one high severity incident related to an overdose
- the ALC rate has increased due to the pandemic
- the repeat visits to the Emergency Department (ED) for Mental Health concern results are positive (lag indicator)
- patient experience indicators were lower in the ED during December and January likely due to challenges with physician coverage and increased volumes
- the internal survey for patients is one hold due to the pandemic
- kindness results were positive
- the hospital continues to collect workplace violence data
- gross conservable days is off target

There were no questions, concerns or comments.

5.6 Quality Improvement Plan (QIP) 2020-21

Brian noted the QIP was approved by the Board in March. The original submission deadline of March 31st was extended by Health Quality Ontario (HQO) due to the pandemic and Bluewater Health held off submitting the plan. Recently, Bluewater Health made the decision to submit the plan and continue to monitor the situation, despite the uncertainty of the pandemic. An update from HQO is expected in June. There were no questions or concerns.

5.6 Strategic Plan Progress Report*

Mike presented the Strategic Plan Progress Report noting that a different reporting approach was taken this year due to the pandemic. He highlighted progress made with the No One Waits (NOW) initiative, how the pandemic has advanced the work of Ontario Health Teams (OHT), the importance of Employee Engagement, and the hospital's response to the COVID-19 pandemic. Paul celebrated the positive progress seen over the years and commended the Bluewater Health team on the results. An inquiry was made about OHT progress. Mike reported the work has been paused, however, he has reached out to the Steering Committee to bring the group together again. He reported there has been a shift in local thinking and suggested the OHT is in a better place than prior to the pandemic, with strengthened relationships and Bluewater Health emerging as a leader through the crisis. There were no further questions or comments.

5.7 Chief of Professional Staff Report*

Dr. Haddad presented the report from the most recent Medical Advisory Committee Meeting. He reported the Committee reviewed policy changes and discussed physician engagement and wellness. He also noted cancellation of education opportunities and student placements due to the pandemic. It is expected student placements will begin again in July, pending adequate PPE supply. There were no questions, comments or concerns.

5.8 Bluewater Health Foundation Report*

Kathy Alexander presented her report noting the COVID-19 fund generated tremendous generosity and messages of appreciation for staff. She also acknowledged the Board of Directors for their contributions and the Bluewater Health Finance team for their work on the Foundation's audit. There were no questions, concerns or comments.

6.0 POLICY FORMATION - None

7.0 OPEN FORUM - There was no discussion.

8.0 IN-CAMERA MEETING AGENDA ITEMS

Paul reported on the items to be covered in camera including decisions about Board succession planning, Professional Staff credentialing and information updates about Director and executive expenses, banking arrangements, procurement for audit services, CEO and COPS emergency succession planning, and CEO and COPS performance evaluation process.

9.0 ADJOURNMENT – Next Meeting: June 24, 2020

Motion duly made, seconded and carried: to adjourn the meeting at 6:17 pm.



Paul Wiersma
Chair
Board of Bluewater Health



Mike Lapaine
Secretary
Board of Bluewater Health



Melissa Rondinelli
Senior Executive Assistant, Recorder