

	<b>MINUTES</b> <b>OPEN SESSION BOARD MEETING</b> <b>Wednesday, February 23, 2022</b> <b>Zoom Videoconference</b> <b>5:00 pm</b>		
	Directors:	Marg Dragan, Vice-Chair v Anthony lafrate v Bill Gillam - R Jenny Greensmith v	Louis Guimond, Treasuer v Brian Knott, Chair v Katherine Mantha v Bob McKinley v
Ex-Officio Directors:	Mike Lapaine v Dr. Michel Haddad v	Shannon Landry v Dr. Dhiraj Dhanjani v	Dr. Lincoln Lam - R
Invited Participants:	Kathy Alexander v Julia Oosterman v	Laurie Zimmer v Marlene Kerwin v	Paula Reaume-Zimmer v Dr. Ajayi-Obe - R
Recorder:	Melissa Rondinelli		

## 1.0 CALL TO ORDER

Brian Knott called the meeting to order at 5:00 pm and welcomed the Board and guests.

### 1.1 Traditional Territory Acknowledgement

Brian read the Traditional Territorial Acknowledgement.

## 2.0 AGENDA APPROVAL

### 2.1 Approval of Agenda\*

Brian invited members to remove items from the consent agenda. Louis Guimond requested the Resource Utilization and Audit Committee (RUAC) Performance Scorecard be pulled from the consent agenda.

***Motion duly made, seconded and carried: to approve the agenda with the RUAC Performance Scorecard to be removed from the consent agenda.***

### 2.2 Report on January In-Camera Board Meeting

Brian reported the Board made decisions regarding the Credential Report, and received updates on the Integrated Risk Management (IRM) pandemic response, operational planning, property matters and a Code Silver incident.

### 2.3 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 Resource Utilization and Audit Committee Performance Scorecard\*
- 3.1.4 Quality Committee Performance Scorecard\*
- 3.1.5 Board Meeting Effectiveness Survey Results – Nov. 2021\*
- 3.1.6 2022 Board Chair Evaluation Survey Results\*

#### **3.2 ITEMS FOR APPROVAL**

- 3.2.1 Open Session Board Minutes – January 26, 2022\*

***Motion duly made, seconded and carried: to receive the reports presented and to approve the Open Session Board Minutes of January 26, 2022.***

### **4.0 PRESIDENT & CEO REPORT\***

Mike Lapaine presented his report for information and highlighted Bluewater Health's (BWH) recent approval to recruit nurses trained abroad. He explained the Professional Practice Program would support the opportunity, which aligns with the hospital's human resources recruitment strategy to retain professionals trained at BWH. He noted many professionals recruited for BWH are graduates of Lambton College. Mike also highlighted Dr. Haddad's efforts to develop a primary care residency program for Sarnia, similar to Petrolia's program, which has been very successful. He noted BWH expects to have health human resources challenges for the next several years. Mike then celebrated the new food vendor offering coffee/snacks, with the Freshii site to open soon.

Questions about timing for the international nursing program and language supports that might be available to applicants followed. Shannon Landry was unable to comment on expected timing for the program. She explained that once matched with BWH, the applicant would need to complete 140 hours of training with a preceptor at BWH, followed by an exam administered by the College of Nurses of Ontario. In regards to language support, Shannon suggested BWH would work with community partners to support applicants.

The Board then questioned how BWH would assess the new vendor's food choices and pricing. Mike indicated BWH would rely on the vendor's business acumen to operate both sites, and BWH will support the vendor in this venture, since it was difficult to find a vendor willing to take on the risk. Kathy Alexander noted menu offerings and pricing were similar to the previous vendor, with coffee and tea actually priced less. The new

vendor does have specialty beverages, the pricing of which is consistent with Starbucks. Kathy also mentioned the Foundation offered coupons to staff today for the Cafe and have received good feedback so far.

Jenny Greensmith was pleased to read the update on the Equity Diversity Inclusion and Indigeneity Committee and inquired if there has been any thought to adding a Board representative to the Committee. Mike offered to take the idea back to the Committee.

## **5.0 BOARD DECISIONS/OVERSIGHT**

### **5.1 a. RUAC Performance Scorecard**

Louis explained he pulled this agenda item from the consent agenda to highlight the importance of the scorecards to monitor how the organization is meeting its strategic goals. While he recognized there has been a focus on the pandemic response, he would have liked to focus on the scorecards as well. He also mentioned he was surprised there is no indicator to measure how well the organization engages its volunteers. Paul Wiersma agreed with Louis' comments, and questioned placement of the scorecards in the consent agenda. Brian explained organization focus has been on pandemic response, and advised scorecards would be discussed at the next Board meeting. Marlene Kerwin clarified colour coding for indicator number eight is prorated.

### **5.1 b. Monthly Financial Statement\***

Marlene Kerwin presented the Financial Statement for the period ending December 31, 2021 and highlighted the following:

- BWH's deficit was just over \$1M at the end of Dec and the hospital is forecasting a deficit of \$618K for the fiscal year.
- The deficit is mostly related to lost room differential revenue. There is no indication BWH will receive funding for this shortfall.
- Revenue is better than budgeted with the majority of the variance related to COVID funding (\$6.9M), which covers off the large negative expense variances mostly related to human resources/benefits.
- The positive funding variance is also related to contracted services for the Assessment Centres, with offsetting expenses.
- COVID incremental expenses will continue to be funded for the fiscal year.

There were no questions regarding the Financial Statement. Next, Marlene presented the Balance Sheet. She reported BWH is in a healthy financial position, with a small working capital surplus. She noted BWH drew on financing for capital items, and explained delays in payables with Ministry COVID funding.

The Board asked if there was any movement from the Ministry relative to COVID funding from the previous year. Marlene reported BWH has recognized all COVID funding flowed, and has not heard about any reconciliation. She noted BWH recently learned the Ministry plans to recover unearned QBP funding. Louis commented on the extraordinary work involved for the Finance team in responding to the pandemic, and their work ahead with the budget process.

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

5.2 Chief Financial Officer Certificate (CFO)\*

Marlene presented the CFO Certificate for information, and noted the Fiscal Advisory Committee did not meet. There were no questions, comments or concerns.

***Motion duly made, seconded and carried: to approve the CFO Certificate as presented.***

5.3 Analysis of Loans & Investments\*

Marlene presented the Loan Analysis for information. She highlighted that by the end of December, BWH will have only one long-term loan (\$3.1M) for capital. Next, she presented the Investment Report and highlighted a balance of \$1.4M in the CEEH bank account, which is internally restricted for Petrolia site capital items. There were no questions, comments or concerns.

5.4 COVID-19 Update\*

Mike noted the staffing crisis appears to be over and indicators are trending in the right direction. Time to inpatient bed is off target, yet commendable given constraints in the system. The hospital is actively working with Home and Community Care to reduce the number of ALC patients. Surgical volumes are at 70% as of this week, with five operating rooms running daily. Marg Dragan noted the number of staff deployed indicator was at zero. Mike confirmed all deployed staff are back to their home units. Dr. Haddad added that BWH is actively planning for the ramp-up of non-urgent surgical cases and expects challenges with staffing and anesthesia coverage. BWH will need Ontario Health approval before moving to full surgical operations, and have enough staff available to do so.

5.4 Foundation Report\*

Kathy Alexander presented the Foundation report for information. She noted the Foundation will begin strategic planning next week, Dream Home sales are going well with two weeks before the draw, and the Foundation is exploring an opportunity for the County to reconsider BWH's ask for funding. The deadline to purchase Gala tickets was questioned. Kathy indicated Gala tickets are selling well and recommended purchasing tickets sooner than later.

**6.0 CHIEF OF PROFESSIONAL STAFF REPORT\***

Brian congratulated Dr. Haddad for achieving the Canadian Certified Physician Executive credential. Dr. Haddad then presented his report and highlighted Medical Advisory Committee (MAC) approval of a number of medical policies. He also noted the Committee discussed recruitment challenges (anaesthesia and psychiatry), Professional Staff resilience, ramp-up of clinical services, and challenges prioritizing patients.

**7.0 POLICY FORMATION – None**

**8.0 OPEN FORUM**

**9.0 ADJOURNMENT: *Motion duly made, seconded and carried: to adjourn the meeting at 5:43 pm.***

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Brian Knott  
Chair

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Mike Lapaine  
Secretary

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Melissa Rondinelli  
Senior Executive Assistant - Recorder