

	MINUTES OPEN SESSION BOARD MEETING Wednesday, March 30, 2022 Zoom Videoconference 5:00 pm		
	Directors:	Marg Dragan, Vice-Chair v Anthony lafrate v Bill Gillam v Jenny Greensmith v	Louis Guimond, Treasurer 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 - R Marlene Kerwin v Paula Reaume-Zimmer - R	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. There were no changes to the agenda.

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

2.2 Report on January In-Camera Board Meeting
 Brian reported the Board made decisions on the Credential Report, and received updates on financial risk, hospital working funds and pandemic integrated risk Management.

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*

3.2 ITEMS FOR APPROVAL

3.2.1 Open Session Board Minutes – Feb. 23, 2022*

3.2.2 Hospital Service Accountability Agreement (HSAA) extension, Multi-Sector Service Accountability Agreement (MSAA) Extension and M-SAA Declaration of Compliance*

Motion duly made, seconded and carried: to approve the Open Session Board Minutes of February 23, 2022; and to approve the Board Chair and CEO sign the Hospital Service Accountability Agreement Notice and Extension Letter extending the term and the Schedules to March 31, 2023, and the Multi-Sector Service Accountability Agreement Notice and Extension Letter extending the SAA to March 31, 2023; and, the Board Chair sign the M-SAA Declaration of Compliance.

4.0 **PRESIDENT & CEO REPORT***

Mike Lapaine presented his report and highlighted the hospital's success with recruiting soon-to-be graduates. He indicated there would be a focus at Bluewater Health (BWH) on health human resources for the next couple of years, and suggested the hospital would reach out to upcoming graduates in other professions as well. Bob McKinley asked about BWH's progress with elective surgeries. Mike reported BWH's surgical program has ramped up to 90% of its pre-COVID numbers; the hospital received additional joint replacement funding and expects to reach targets; and the surgical program has made great progress, considering the service closed for three months. This year will mark the highest volume of joint replacement cases ever for BWH. Bev Hand commended BWH's strategy in making early connections with new hires. Mike highlighted the success Petrolia has had with its residency program using the same strategy.

5.0 **BOARD DECISIONS/OVERSIGHT**

5.1 Resource Utilization and Audit Committee (RUAC) Highlights*

Louis Guimond presented the highlights. He mentioned it was the first RUAC meeting since November, resulting in five recommendations for the Board to consider during tonight's meeting. He then noted the Committee briefly discussed the Human Resources Report, the audit process, and had extensive discussion about the eVOLVE project scope, which is changing to become more community-based.

5.2 Monthly Financial Statement*

Louis presented the Financial Statement for the period ending January 31, 2022 and reported the hospital is forecasting a deficit of \$663K by year-end. He noted Ministry revenue and expenses are above budget, with a revenue variance of approximately \$900K due to lost room differential revenue. Marlene Kerwin added the variances

outlined in the Financial Statement are mostly pandemic-related. There were no questions.

Motion duly made, seconded and carried: to approve the Financial Statement for the period ended January 31, 2022 as presented.

5.3 2022-23 – Draft Expenditure Plan*

Louis presented the briefing note. He noted BWH has historically submitted a deficit budget and then ends the year in a surplus position. This year's projected shortfall is \$1.67M. He pointed out the increase of staff this year does not match expenses; however, half of the positions were offset by program funding. Next, Marlene highlighted this year's budget includes a one percent base funding increase, which does not cover inflation. She acknowledged BWH typically presents a draft deficit budget, but is able to balance once the hospital receives funding confirmation. There were no questions. Brian mentioned there was significant discussion regarding this decision item at both the RUAC and Quality Committee meetings.

Motion duly made, seconded and carried: whereas management presented the 2022/23 Expenditure Plan, and whereas the hospital is still awaiting final confirmation of the 2022/23 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 2022/23 Expenditure Plan outlined in the expenditure portion of the budget as presented.

5.4 2022-23 – Draft Capital Budget*

Louis presented the draft Capital Budget. He explained BWH often does not purchase all capital items in the year approved. This year's budget includes carry-over from previous years (\$7.6M) and \$8.3M in new expenditures for 2022-23. He noted there are numerous sources of funding for capital items. Dr. Dhanjani asked about the shortfall between the amount requested and funding available. Marlene explained BWH monitors spending and evaluates cash flow on an ongoing basis, and is able to manage over time. Louis mentioned there is significant time involved for procurement for some capital items. Mike also mentioned that any surplus generated over the year helps to manage capital expenses.

Motion duly made, seconded and carried: to approve the 2022-23 Capital Budget as presented.

5.5 2022-23 – Annual Human Resources (HR) Plan*

Louis presented the HR Plan and noted the report generated significant discussion at the RUAC meeting. Louis explained that while there was an increase of 165 staff last year, the true increase was 30, as some positions were employment relationships with

partners, and some were not paid employees. He noted the Committee also discussed the turnover rate at length. There were no questions or comments regarding the plan.

Motion duly made, seconded and carried: to approve the 2022-23 Human Resources Plan as presented.

5.6 2022-23 - Annual Physician Human Resources (HR) Plan*

Dr. Haddad presented the Annual Physician HR Plan, which was developed by each department, and reviewed by the Medical Advisory Committee (MAC) and RUAC for recommendation to the Board. Dr. Haddad reported BWH spends approximately \$70K for each physician recruited, and some specialties are difficult to recruit. Jenny Greensmith was pleased to see BWH focus on family physician recruitment, and asked about survey data related to primary care access. Dr. Haddad suggested the survey indicates 80% of Canadians prefer to access primary care through their family physician as opposed to other forms of care. Kirk Wilson noted BWH is recruiting five family physicians. He asked if the hospital would need to recruit more hospitalists if the positions are not filled, whether it was easier to recruit a primary care physician or a hospitalist, and which specialty Dr. Haddad would choose. Dr. Haddad reported he ultimately wants to recruit both family physicians and hospitalists. He discussed the value of increased community primary care access for the hospital, and the double-win for BWH if family physicians apply for credentials to support hospital patients and other hospital services (Emergency Department, Coroner, Operating Room Assist, etc.). Dr. Haddad explained his vision for the future is to bring partners (Blue Coast Primary Care – Recruitment and Retention, Sarnia-Lambton Ontario Health Team, and BWH Medical Affairs) together to collaborate and recruit physicians for the entire community. Dr. Dhanjani mentioned physician engagement would be required for the new Hospital Information System and asked if this was included in the Physician HR Plan. Dr. Haddad explained administrative roles for future hospital projects would be separate from the plan.

Motion duly made, seconded and carried: to approve the 2022-23 Physician Human Resources Plan as presented.

5.7 RUAC Performance Scorecard*

Louis presented the scorecard and pointed out BWH has only spent 65% of its capital budget to date. He questioned the data for January, as the indicator was higher in December. Marlene will confirm the data for December and January. Next, Marlene noted the January data reflects the pandemic wave in January, with Time to Inpatient Bed, Average Time to Inpatient Bed, and Absenteeism indicators off target. There is a risk BWH may have to return \$934K in QBP funding, however, there may an opportunity to use the funding to offset COVID pressures. She also noted the hospital has not focused specifically on Lost Time due to Workplace Violence and Indigenous/Anti-Racism Training indicators due to the pandemic. There were no questions.

Action: Marlene Kerwin to confirm % of Capital Budget Spent indicator for December/January.

5.8 COVID-19 Update*

Mike presented the Pandemic Response, Recovery and Hospital Operations Scorecard and noted all indicators have been relatively positive over the last couple of weeks. He pointed out the Ontario Science Table has announced a sixth wave of the pandemic, leaving the hospital guarded about moving forward. Jenny asked about the difference in reporting periods for the ALC rate on this scorecard versus the RUAC Scorecard. Marlene explained the ALC rate on the RUAC Scorecard is based on coded health records data, while this particular scorecard data includes a weekly ALC snapshot collected on a daily basis.

5.9 Board Succession Planning*

Anthony lafrate explained the Governance & Nominating (G&N) Committee originally recommended a modified Board recruitment strategy this year. It was later learned a Non-Director Committee Member was moving outside of Sarnia-Lambton and would no longer be eligible to sit on the Board. As a result, G&N met again, and has now recommended moving forward with a full recruitment campaign. The Committee also recommended Nominating Committee composition, and confirmed community representative, April Williams, past Board Chair of Lambton Elderly Outreach and Vice-President Human Resources and Governance at Mainstreet Credit Union, will join the interview panel. Bob inquired about the recruitment timeline. It was reported the recruitment campaign would begin tomorrow, with an application deadline of April 13, 2022, and interviews to follow April 28, 2022.

Motion duly made, seconded and carried: to approve a full recruitment campaign for the 2022-23 year; and approve the Nominating Committee membership to include Brian Knott, Chair, Mike Lapaine, Anthony lafrate, Marg Dragan and Jenny Greensmith.

5.10 Quality Committee Highlights*

Jenny presented the Committee highlights and brought attention to a patient story shared at the Quality meeting. She noted the Committee received updates about the hospital's Pandemic Plan, emergency plans/codes, and reviewed the draft Expenditure Plan through a quality lens. Brian commented he found the story told by the patient to be very impactful. Bob asked about the upcoming Accreditation process. Shannon explained Accreditation Canada is moving to an annual process in 2025, however, BWH just missed the timeline to begin the new process, and will participate in the full Accreditation process next spring.

5.11 Quality Improvement Plan (QIP) Annual Report*

Jenny presented the year-end QIP Report, which indicates BWH performed well against targets set. She highlighted the success of the No One Waits initiative, which paid off during the pandemic. Shannon reported Health Quality Ontario has delayed the QIP submission for 2022-23, therefore the next QIP will be brought forward to the Board in June. Brian invited questions from the Board, and reminded the group that executive compensations tied to the QIP would be dealt with in-camera. There were no questions.

5.12 Quality Committee Performance Scorecard*

Jenny presented the scorecard and highlighted a number of indicators were off target in January related to the pandemic. This is beginning to improve as illustrated on the Pandemic Response, Recovery and Hospital Operations Scorecard. Jenny then noted the Overall Rating of Experience data for January was not statistically significant, and the Committee has learned a new patient experience survey is expected through the Ontario Hospital Association (OHA). Shannon noted there would be a delay with patient experience data while BWH waits for the new OHA tool.

5.13 Quality and Patient Safety Plan*

Jenny presented the Quality & Patient Safety Plan for information, which includes a comprehensive summary of the quality and risk work underway at BWH. There were no questions.

5.14 Foundation Report*

Kathy Alexander presented the Foundation report and reported on the success of this year's Dream Home Lottery. The winner has decided to take the cash; therefore, the house will be listed in the coming weeks. Kathy added all of the winning tickets were received as gifts, and each had a special story to share. Paul Wiersma shared appreciation for the Foundation Partnership celebration held this week. Kathy noted the event was a great opportunity to thank sponsors and champions again in-person.

6.0 CHIEF OF PROFESSIONAL STAFF REPORT*

Dr. Haddad presented his report and highlighted most of the MAC meeting focused on clinical issues, guidelines and policies. The Committee also discussed results from the OHA Physician Survey, which showed an increase in physician burn out. There were no questions.

7.0 POLICY FORMATION – None

8.0 OPEN FORUM

No discussion. Brian mentioned the Board covered a number of items and shared appreciation for the comprehensive reports provided in advance of the meeting.

9.0 ADJOURNMENT

Motion duly made, seconded and carried: to adjourn the meeting at 6:08 pm.



Brian Knott
Chair



Mike Lapaine
Secretary



Melissa Rondinelli
Senior Executive Assistant - Recorder