

	MINUTES OPEN SESSION BOARD MEETING Wednesday, May 26, 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 ✓	Rachael Simon - R Fred Vanderheide ✓ Paul Wiersma ✓ Kirk Wilson ✓
	Ex-Officio Directors:	Mike Lapaine ✓ Dr. Michel Haddad ✓	Shannon Landry ✓ Dr. Andre Rudovics ✓	Dr. Lincoln Lam - R
	Invited Participants:	Samer Abou-Sweid ✓ Julia Oosterman - R 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 and welcomed the Board, guests and special speaker, Dave Scholz, from Leger.

1.1 Traditional Territory Acknowledgement

Brian read the traditional territory acknowledgement.

2.0 BOARD EDUCATION: LEGER SURVEY RESULTS*

Leger representatives, Dave Sholz and Anne-Marie Newton joined the meeting to present the community reputation and Bluewater Health (BWH) employee survey results. Dave explained the community survey was completed via phone, while the employee survey was limited to online responses.

Dave reported the community survey was developed in partnership with McMaster University; and the results for BWH were very positive compared to the Ontario benchmark and other hospitals nearby. He then reviewed key findings for both BWH sites. Dave explained CEEH reputational scores are lower; however, this is related to lower levels of awareness.

For the employee survey, the results were generally very positive with slightly lower scores than the community results. For instance, the “heading in the right direction” score was lower for employees, however, the “would recommend” by employees score was still positive. Dave explained there may be opportunity to communicate and reinforce more information internally, to help promote positive opinions. He recommended BWH communicate the results of the survey with the community and staff.

Dave was asked if there were any comments provided related to the “going in the right direction” question. He indicated the survey is a benchmarking tool and suggested BWH continue to focus on what it is doing well. He further explained that Leger did not ask where BWH should focus in the next five years. He was also asked about BWH’s employee results compared to other organizations. Dave was unable to provide benchmarking for the employee results, but suggested the results were good for COVID times. It was noted the difference in scores between the community and employee results on the “heading in the right direction” question differed by 20%. Dave suggested the difference was related to perception, and again pointed out the community scores were significantly higher than the provincial average. He suggested it would be interesting to see the scores in a non-COVID year. It was also noted that Anne Wojtak has more qualitative results for where BWH should head in next five years through her engagement work for the new Strategic Plan. Brian thanked the Leger representatives for their presentation. Bill Gillam joined the meeting at 5:28 pm.

3.0 AGENDA APPROVAL

3.1 Approval of Agenda*

Brian invited members to remove any items from the consent agenda. There were no changes to the agenda.

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

3.2 Report on the In-Camera Board Meeting

Brian reported the Board made decisions on Professional Staff credentialing, property and personal matters and received updates on quarterly and integrated risk management, pay equity, physician loans and the annual CEO and Chief of Staff performance evaluation process.

3.3 Declaration of Conflict of Interest - There were no conflicts declared.

4.0 CONSENT AGENDA

4.1 INFORMATION ITEMS TO BE RECEIVED

- 4.1.1 Board Chair Report*
- 4.1.2 Professional Staff Association Report*
- 4.1.3 Resource Utilization and Audit Committee Performance Scorecard*
- 4.1.4 Facilities Quarterly Report*
- 4.1.5 Audit Planning Letter*
- 4.1.6 Analysis of Loans & Investments*
- 4.1.7 Quality Committee Performance Scorecard*
- 4.1.8 The Impact of COVID-19 on Hospital Governance*

4.2 ITEMS FOR APPROVAL

4.2.1 Open Session Board Minutes – Mar. 24, 2021*

4.2.2 Chief Financial Officer Certificate*

Motion duly made, seconded and carried: to receive the reports presented and to approve the Open Session Board Minutes and Chief Financial Officer Certificate.

5.0 **PRESIDENT & CEO REPORT***

Mike Lapaine presented his report and highlighted that BWH is in the final stages of commissioning the Cogen Project, which is on schedule despite the pandemic. He also mentioned progress is being made on the Helipad Project. There were no questions, concerns or comments raised.

6.0 **BOARD DECISIONS/OVERSIGHT**

6.1 Strategic Plan Progress Report and Update on Strategic Planning Project*

Brian mentioned the Strategic Plan Retreat is planned for next Tuesday. He asked members to read the package distributed today, and be prepared to participate next week.

Mike presented the Strategic Plan Progress Report for the past year, noting he was pleased with the results, which reflect the culmination of work over the past five years. He indicated notable improvements in the 90th percentile time to inpatient bed and average time to inpatient bed measures, which are better than BWH could have hoped for.

Mike explained the culture shift created through the NOW (No One Waits) initiative enabled BWH to cope with COVID. He suggested BWH would not have been as successful responding to the pandemic, had the NOW initiative not addressed patient flow the way it did. Mike pointed out every hospital struggles with this indicator, and BWH hit the ball out of the park! He attributed the success of this initiative to the staff, leadership, and Professional Staff at BWH.

Mike then brought attention to improvements with the alternate level of care indicator and BWH's focus on promoting staff health and wellness. He connected BWH's focus on staff well-being to positive patient experiences, highlighted improvements in the "trust" indicator, and mentioned these were also key enablers in the hospital's success over the last 14 months.

Next, Mike highlighted BWH's ongoing focus on a permanent Withdrawal Management Services site and the ACCESS Open Minds project, both of which will allow the community to respond to an increased demand for mental health and addictions services. Lastly, Mike noted that strengthened partnerships created throughout the pandemic have better

positioned BWH and its partners to move forward with the Sarnia-Lambton Ontario Health Team development.

The Board commended Mike and the BWH team on the progress made over the past five years, especially throughout the challenges of the pandemic. It was suggested BWH share the report and the Leger results with the Ministry, staff and community members. Mike indicated there would be a communication roll out as part of the new Strategic Plan launch. He also suggested BWH have Leger complete a follow-up survey in the next couple of years. Brian added that he, Mike and Dr. Haddad are filming a thank you video tomorrow for staff related to the NOW initiative.

6.2 COVID-19 Update

Mike reported BWH has been busy responding to wave three of the pandemic. BWH closed operating rooms to provide staff support for the Intensive Care Unit (ICU), in order to support patients from the Greater Toronto Area (GTA). The hospital may receive some patients from Manitoba this week as well. It was noted BWH's ICU was operating at 120% at the peak of this wave, and the hospital was impressed by how staff stepped up to help. The hospital will slowly ramp up surgeries this week and next. On a positive note, there has been a 20% decrease in hospitalizations related to COVID, a 70% decrease in community spread, a number of staff have been double vaccinated, and there are plans to begin second doses for the elderly population soon. Discussion followed about a recent article indicating 54% of Canadians are anxious about going "back to normal".

6.3 Pandemic Response & Hospital Operations Scorecard*

Samer Abou-Sweid presented the most up-to-date Pandemic Response & Hospital Operations Scorecard. He noted Bluewater Health is measuring in the yellow zone, mainly related to the outbreak on the Medicine Unit, which will be declared over today. Again, it was mentioned BWH only has two GTA inpatients remaining, and expects support for Manitoba patients to be limited to two patients this week. Samer noted BWH is seeing new patients coming in quite sick, perhaps waiting too long to come in. As a result, the hospital is seeing high demand in the Emergency Department and Medicine units. Jenny Greensmith recognized BWH for achieving a "Using Wisely Designation" during the pandemic. There were no questions regarding the scorecard.

6.4 Resource Utilization and Audit Committee (RUAC) Highlights*

Louis Guimond presented the Committee Highlights noting their Committee survey results were reviewed and were positive overall. He reported RUAC passed a number of unanimous recommendations for the Board, received a presentation on cyber security, and an update on the eVOLVE Project. There were no Whistleblower or executive expenses to report. Louis then invited Bill Gillam to share thoughts on BWH's cyber security. Bill reported TransForm has a number of strategies in place to keep BWH safe and is making

great progress to guard against cyber threats. He noted BWH would be more secure if the Cerner platform was in place; and he has shared ideas with BWH to better protect the organization. There were no questions, comments or concerns.

6.5 Monthly Financial Statement*

Louis Guimond presented the Financial Statement for the period ending March 31, 2021, noting BWH ended the year in a surplus position of \$426K. Louis pointed out the statement has not been audited and may change as the audit moves ahead. He then invited Directors to reach out to him if they had any concerns regarding the statement, so that he can connect with the auditors. Louis noted there were a number of variances from the budget, therefore, he invited Marlene Kerwin, Chief Financial Officer, to present the statements to the Board this evening.

Marlene advised there will be large adjustment to the statements related to working capital funding, as BWH has recently received clarification that it can recognize an additional \$6.7M in working capital funding. This will move BWH from a working capital deficit to a surplus position. Next, Marlene highlighted that BWH's funding was better by \$18M, related to COVID incremental expenses funding \$10.6M, lost revenue funding \$2.2M, offsetting pandemic pay funding \$2.7M, and assessment centre funding of \$1.5M. Significant expense variances include salaries related to additional staffing costs for pandemic response, contracted services for assessment centres, etc. (overage of \$2.7M), and equipment expenses such as COVID screens (\$1.3M), plus many other adjustments to accommodate staff and patient flow throughout COVID. Mike stressed that BWH cannot use the working capital funds for operations, therefore, the surplus is not truly an operating surplus, and will be a separate accounting entry on the audited financial statements, as an extraordinary item.

For the Balance Sheet, Marlene mentioned there is a large variance in accounts receivable (\$8.4M) related to funding that has not yet been flowed to BWH (working capital, COVID physician funding, assessment funding, etc.). This will be sorted out through a broad based reconciliation with the Ministry of Health over the summer. She also noted accounts payable is at \$7M compared to \$4M last year, related to the Cogen Project, and explained the Ministry accounts payable difference is related to BWH not reaching targets for Quality Based Procedures and some MRI backlog funding owed. Lastly, Marlene brought attention to BWH's loans, noting the long-term loan was paid, another will be paid off by the end of this fiscal year, and BWH paid for the Cogen project without any additional debt. There were no questions for Marlene.

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

6.6 Quality Committee Highlights*

Jenny Greensmith presented the highlights and brought attention to a patient story about their outstanding experience at BWH. She noted the story brings to life, the Leger Survey Results and the Strategic Planning Report shared earlier this evening.

6.7 Governance & Nominating Committee Highlights*

Anthony lafrate presented the highlights and noted the Committee reviewed Board member attendance and education records, which will be shared with members for verification over the next month. The Committee also received updates from the Nominating Committee, which received an unprecedented number of applicants for the Board this year. Anthony reported the Committee reviewed and provided feedback on survey tools, and discussed positive results from the G&N Committee specific survey. In addition, the Committee learned BWH has developed an operational policy for the recording of virtual meetings for minute-taking purposes, and recommended a disclaimer be added to the Open Session agenda so the public does not record the meetings. Last, Anthony noted the Annual General Meeting would be open to the public via registration versus live streaming of the meeting. There were no questions, comments or concerns.

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

Mike reported the SL OHT has hired Executive Lead, Steve Pancino, who will begin his role June 21. Mike provided an overview of Steve's qualifications and diverse work experience, which will equip him well to lead the work ahead. He was asked if the position was a full-time contract position, which Mike confirmed. Mike explained Ministry OHT funding is available for a year and one quarter, however, it is expected the position will continue to be funded somehow beyond that timeframe.

6.9 Foundation Report*

Kathy Alexander presented the joint Foundation report. She noted the Foundation has officially postponed most events, and hopes to be able to host events again. During the pandemic, the Foundations have been thinking strategically and outside of the box to collaborate. Currently, they are having difficulty securing a builder for next year's Dream Home related to COVID, and anticipate the lottery will start later next year because of this. On a positive note, the Foundation learned of a wonderful donation from the Alix Foundation for ACCESS Open Minds this week, and are grateful and humbled by their support. Brian asked how the pandemic has impacted the Foundation financially. Kathy reported this year was one of the best years the Foundation has had, in relation to the COVID fund, and through estate bequests and major donor gifts/commitments. This will result in the Foundation being able to transfer more funds to the hospital. Kathy also pointed out the Foundation lost over \$350K with special events being cancelled.

7.0 CHIEF OF PROFESSIONAL STAFF REPORT

Dr. Haddad mentioned the Medical Advisory Committee meeting was cancelled in May and presented the highlights from their April meeting. There were no questions, comments or concerns.

8.0 POLICY FORMATION – None

9.0 OPEN FORUM – No discussion.

10.0 ADJOURNMENT

Motion duly made, seconded and carried to adjourn the meeting at 6:41 pm.

Brian Knott
Chair

Mike Lapaine
Secretary

Melissa Rondinelli
Senior Executive Assistant - Recorder