

	<b>MINUTES</b> <b>OPEN SESSION BOARD MEETING</b> <b>Wednesday, November 24 2021</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:	Samer Abou-Sweid v Julia Oosterman v	Laurie Zimmer v Kathy Alexander – R	Paula Reaume-Zimmer v Dr. Ajayi-Obe - R Marlene Kerwin v
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 September In-Camera Board Meeting and Board Retreat

Brian reported on the In-Camera and Board Retreat agenda items, which included information and discussion items related to the vaccination program policy, risk, strategic plan, board goals; decisions about credentialing; and education about equity, diversity and inclusion, the Sarnia-Lambton Ontario Health Team, ACCESS Open Minds and Lambton Elderly Outreach.

### 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 Analysis of Loans and Investments\*
- 3.1.4 Hospital Parking Attestation\*
- 3.1.5 Global Communication and Community Engagement Plan\*

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

- 3.2.1 Open Session Board Minutes – September 29, 2021\*
- 3.2.2 Chief Financial Officer Certificate\*
- 3.2.3 By-Law Review\*

***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 – September 29, 2021, Chief Financial Officer Certificate and management to collaborate with Borden, Ladner Gervais to develop a plan to review Bluewater Health’s Corporate and Professional Staff By-Laws, timing to be determined.***

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

Mike Lapaine presented his report for information. He then responded to a question raised at the last Board meeting about the gap in responses between community and staff on the Leger survey question “is Bluewater Health (BWH) heading in the right direction.” Mike explained Leger did not investigate the response through an additional question. Based on Leger’s historical reference, they have speculated the response could be due to BWH’s younger workforce, and perhaps there is a staff disconnect between the communications within the hospital and the news in the community. Leger indicated the question could be reviewed with the next survey.

The Board asked about flu vaccination uptake and expectations this year, holiday surge planning, and the food vendor situation. Shannon Landry reported about 350-400 staff have had their flu vaccination, and clinics are being offered on a regular basis. She noted BWH achieved a 60% vaccination rate last year, and is hoping for the same this year. Mike reported BWH works with local partners to ensure access throughout the holiday season, and has been working closely with them and regional partners over the past few weeks to address the current surge. Laurie Zimmer noted there is a strong link between BWH and the COVID assessment centres, and there will be access to testing over the holidays. Mike also reported BWH is working through legal implications with the previous food vendor, which chose to leave BWH.

## 5.0 BOARD DECISIONS/OVERSIGHT

### 5.1 Resource Utilization & Audit Committee (RUAC) Highlights\*

Louis Guimond presented the highlights and reported the Committee agenda was extensive, with ten recommendations coming forward to the Board. He noted the group spent significant time reviewing insurance and cyber security coverage. There were no questions, comments or concerns raised.

### 5.2 Monthly Financial Statement\*

Louis invited Marlene Kerwin to present the Financial Statements for the period ending September 30, 2021. Marlene reported BWH is halfway through the fiscal year with a deficit of \$440K, and is projecting a year-end deficit of \$980K, with the majority of variances being COVID-related, and some shortfalls in revenue sources. Marg Dragan asked if there was any news about future COVID funding. Marlene reported the Ministry of Health has indicated it will continue to fund screeners to the end of fiscal year. BWH will also continue to submit any COVID-related overages to the Ministry for reimbursement consideration. Louis added there has been a marked improvement on BWH's balance statement this year.

***Motion duly made, seconded and carried: to approve the Financial Statement for the period ended September 30, 2021 as presented.***

### 5.3 Resource Utilization and Audit Committee Performance Scorecard Indicators & Targets\*

Louis invited Marlene to present the agenda item. Marlene referenced the briefing note included in the agenda package, which outlines the recommended scorecard indicators and targets, and changes from the previous scorecard. There were no questions, comments or concerns.

***Motion duly made, seconded and carried: to approve the proposed targets on the RUAC Balanced Scorecard for the current year as presented.***

### 5.4 Resource Utilization and Audit Committee Performance Scorecard\*

Louis invite Marlene to present the item. Marlene presented the revised Balanced Scorecard, which aligns with the new Strategic Plan. She brought attention to the capacity challenges the hospital is currently facing, which impacts the time to inpatient bed indicators. She also mentioned the adjusted working capital indicator is off target, tied to the funding of large capital items. There were no questions, comments or concerns.

### 5.5 Quality Committee Highlights\*

Jenny Greensmith presented the highlights and noted there was rich discussion at the Quality Committee meeting. She reported the Committee welcomed Dr. Ajayi-Obe as

the new Professional Staff Association Vice-President for Sarnia, spent a considerable amount of time discussing the litigation report provided by HIROC, and recognized Samer Abou-Sweid for his role at BWH over the years. There were no questions, comments or concerns.

5.6 Quality Improvement Plan (QIP)\*

Jenny invited Shannon Landry to present the QIP. Shannon referred to the briefing note included in the package. She reviewed the indicators BWH will be monitoring this year, and noted the hospital is awaiting further direction from Health Quality Ontario. There were no questions, comments or concerns.

5.7 Quality Committee Performance Scorecard Indicators & Targets\*

Jenny presented the briefing note, which includes analysis and support for the recommended indicators and targets. Shannon briefly reviewed the recommended indicators and reported there is a lot of work underway to support them. Kirk Wilson noted there was not much change in the data for the last five years. Brian acknowledged Kirk has raised this issue previously. For the Patient Experience Indicator, Shannon reported BWH is investigating correlation between indicators to develop action plans, based on Kirk's previous feedback. Mike added the patient experience survey might not provide a clear picture; therefore, BWH is also investigating a new survey tool. For the 90<sup>th</sup> Percentile Emergency Department Length of Stay indicator, Samer explained there has been significant improvement for the Sarnia site because of the No One Waits (NOW) initiative; however, performance at the Petrolia site was satisfactory, hence no significant change over the years. Louis recognized movement on the scorecards over his time on the Board.

***Motion duly made, seconded and carried: to approve the proposed revisions to targets and indicators to monitor on the Balanced Scorecard for the current year as presented.***

5.8 Quality Committee Performance Scorecard\*

Jenny presented the Quality Scorecard and highlighted the following:

- Time to inpatient bed – off target with BWH experiencing significant capacity issues
- Overall rating of experience – not enough data to be statistically significant
- Outstanding performance indicators - BWH and community partners are experiencing capacity issues. Work is underway to expedite patient discharges. This trend may continue. BWH is also noticing higher patient acuity, longer patient stays, and the highest number of Alternate Level of Care patients for months.

5.9 Pandemic Response & Hospital Operations Scorecard\*

Samer presented the scorecard and reported BWH is in yellow status. He pointed out the hospital has seen an increase in daily visits with high occupancy rates, resulting in the opening of additional surge beds and off-servicing medicine patients to surgery beds. In addition, the hospital is dealing with a COVID outbreak, which is affecting patient flow. Brian asked about BWH's future intentions for this scorecard. It was noted the future of this scorecard will be considered in due time by the executive team.

5.10 Governance & Nominating (G&N) Committee Highlights\*

Anthony lafrate presented the highlights. He reported the Committee reviewed a proposal from Borden Ladner Gervais to provide the Board with governance education sessions, to be arranged in the New Year. The Committee also reviewed positive Board feedback on the Board Retreat and the Executive Portfolio overviews provided in October. The Board is encouraged to view the recordings. Discussion about virtual meetings and when the Board might be able to meet in person followed. Anthony reported results from the September survey were reviewed by G&N. Brian reported he would share a summary of the recent survey results with the Board in-camera.

5.11 2021-22 Board Work Plan and Priorities\*

Anthony presented the briefing note and recommendations, the first of which was to approve the work plan, the tool used to monitor items the Board needs to address throughout the year.

***Motion duly made, seconded and carried: to approve the draft Board work plan as presented.***

Anthony explained that after consideration of the Board Retreat feedback on Board Goals, and following discussion at G&N, the Committee has recommended the terminology change from Board goals to priorities. Anthony explained goals are specific, measureable and time-based, while priorities are general and will focus the work of the Board at the governance level vs. the operational level. He also noted the priorities are embedded in the work plan, which is monitored for progress.

***Motion duly made, seconded and carried: to approve the Board goals be defined as Board priorities.***

Next, Anthony reported G&N is recommending two Board priorities, which were developed based on Board Retreat feedback. The Board inquired what the work would look like to achieve the priorities. Anthony explained G&N will develop a plan for the Board-level equity, diversity and inclusion (EDI) strategy, and plans to engage legal to provide an education session on integrated governance, with the intent of offering/engaging other Boards in this learning opportunity. Anthony was asked why

the priorities are limited to governance. Anthony explained the Board already has oversight of Ontario Health Team development at the operational level, which the leadership team is working on. The separate priority is work for the Board. Debate about the wording of the EDI strategy followed. It was noted the priorities are renewed annually.

***Motion duly made, seconded and carried: to approve the Board priorities: Develop a Board-level equity, diversity and inclusion strategy and Advance planning for the future of OHT governance.***

Brian shared appreciation for the leadership of the Committee Chairs this past month in successfully chairing lengthy meetings.

5.12 Foundation Report\*

Brian presented the Foundation Report for information on behalf of Kathy Alexander.

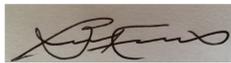
**6.0 CHIEF OF PROFESSIONAL STAFF REPORTS\***

Dr. Haddad presented the reports and summarized items addressed by the Medical Advisory Committee. He brought attention to the Chief of Staff Goals attached to his October report and the various components covered. Marg asked for a physician recruitment update. Dr. Haddad reported a number of offers were accepted; however, BWH continues to recruit for a number of specialties including anaesthesia, paediatric, psychiatry, and pathology. Dr. Haddad was questioned how BWH is managing surgery and diagnostic wait lists. He reported BWH is doing well compared to other hospitals. BWH expects to achieve hip and knee surgery targets and there are no significant cancer delays. He added BWH has a robust Clinical and Ethical Advisory Committee to recommend adjustments to surgical volumes in response to the pandemic/surge pressures.

**7.0 POLICY FORMATION – None**

**8.0 OPEN FORUM – No discussion.**

**9.0 ADJOURNMENT: *Motion duly made, seconded and carried: to adjourn the meeting at 6:19 pm.***



Brian Knott  
Chair



Melissa Rondinelli  
Senior Executive Assistant - Recorder



Mike Lapaine  
Secretary