

	MINUTES OPEN SESSION BOARD MEETING Wednesday, September 23, 2020 Zoom Videoconference 5:00 pm			
	Directors:	Marg Dragan, Vice-Chair v Anthony Iafraate v Bill Gillam v Jenny Greensmith v	Louis Guimond, Treasurer v Brian Knott, Chair v Katherine Mantha v Bob McKinley v	Rachael Simon v Fred Vanderheide v Paul Wiersma v Kirk Wilson - R
	Ex-Officio Directors:	Mike Lapaine v Dr. Michel Haddad v	Shannon Landry v Dr. Andre Rudovics v	Dr. Lincoln Lam - R
	Invited Participants:	Samer Abou-Sweid v Julia Oosterman v Kathy Alexander v	Laurie Zimmer v Paula Reaume-Zimmer v	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.

1.1 Traditional Territory Acknowledgement - Brian read the traditional territory acknowledgement.

2.0 AGENDA APPROVAL

2.1 Approval of Agenda*

Brian invited members to remove any items from the consent agenda. It was requested that item 3.1.7 be removed. The item was moved to agenda item 5.11.

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

2.2 Report on September 15 In-Camera Board Meeting

Brian reported there was a special meeting to discuss the Ontario Health Team Full Application submission, which was approved by the Board.

2.3 Declaration of Conflict of Interest - There were 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 Facilities Quarterly Report*
- 3.1.5 Environmental Stewardship Annual Report*

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- 3.1.6 Auditor's Annual Post Audit Management Letter*
 - 3.1.7 Global Communication and Community Engagement Plan*

3.2 ITEMS FOR APPROVAL

- 3.2.1 Open Session Board Minutes
 - Pre-Annual General Meeting (AGM) June 24, 2020*
 - Post-AGM June 24, 2020*
- 3.2.2 Chief Financial Officer Certificate*
- 3.2.3 Annual Board Policy Review*

Motion duly made, seconded and carried: to receive the reports presented and to approve the Open Session Board Minutes - Pre and Post AGM June 24, 2020, and the CFO Certificate, and acknowledge that all Board policies have been reviewed in accordance with Policy E-1 By-Laws and Board policies, with no recommended revisions.

4.0 **PRESIDENT & CEO REPORT***

Mike Lapaine presented his report and highlighted the recent Hospital Infrastructure Renewal Funding (HIRF) announcement made last Friday. He noted the hospital received a \$2.4M funding grant, which includes an Exceptional Circumstances Project grant of \$1.5M, most of which is allocated to improvements at the Charlotte Eleanor Englehart Hospital (CEEH). Mike explained representatives of the Ministry's Capital Planning team recommended Bluewater Health pursue these funding grants a few years ago, as a way to address CEEH infrastructure needs, while going through the capital planning process. He added BWH has received approximately \$2.6M in HIRF grants for CEEH over the past several years. Mike also recognized MPP Bailey for lobbying for this funding. There were no questions or concerns.

- 4.1 2020-21 Health Infrastructure Renewal Fund Allocation - Discussed above with item 4.0.

5.0 **BOARD DECISIONS/OVERSIGHT**

5.1 Quality Committee Highlights*

Jenny Greensmith presented the highlights and celebrated the following:

- Ambulatory Care improvements made following recommendations from Accreditation Canada
- Patient experience results indicating that BWH performs above target on supporting patients with anxiety
- No One Waits (NOW) initiative results – average time to inpatient bed 2.1 hours in July
- Indigenous Patient Navigator Program progress

There were no questions, concerns or comments.

5.2 Quality Committee Performance Scorecard*

Jenny presented the scorecard and highlighted the following:

- 90th Percentile Time to Inpatient Bed – on target
- 90th Percentile ED Length of Stay (LOS) Admitted patients – on target
- High severity incidents - zero
- Alternate Level of Care (ALC) rate expected to shift as long-term care begins to accept more patients
- Re-admission within 30 days for COPD – anticipate this will become more difficult to address during cold/flu season
- Patient experience results - italics indicates there are not enough responses to be statistically significant
- Gross conservable beds – trending down for April and May.

Bob McKinley congratulated BWH on the success of the NOW initiative. He suggested the work has been embedded into the BWH culture, and was pleased to see it continue through the pandemic. Congratulations was shared by the Board for all of those involved in the NOW initiative.

5.3 Quality Improvement Plan (QIP) Update*

Jenny presented the update on the QIP indicators. She noted work to address the collaborative palliative care indicator has not begun, due to limited hospital/community resources during the pandemic. Jenny noted the QIP is embedded within the Quality & Patient Safety Plan.

5.4 Quality and Patient Safety Plan*

Jenny presented the draft plan, which is typically approved by the Board on an annual basis. This year's approval process has been deferred to allow all internal committees time to review the plan, and to provide the executive team a chance to recommend the top three corporate risks for the Board's consideration in November. There were no questions, concerns or comments regarding agenda items 5.3 and 5.4.

5.5 Board Pandemic Response and Hospital Operations Scorecard*

Brian invited Jenny and Louis Guimond to share feedback from their respective committees on the scorecard developed to monitor pandemic response. Jenny explained the report is monitored weekly at the operation level, and will be monitored monthly at the Quality and RUAC Committees of the Board. She briefly reviewed some of the indicators being tracked and highlighted the number of patient visits is rising, backlog is trending down, the number of visits has doubled since monitoring began, and patients unable to access withdrawal management services demonstrates a need for expanded services. Louis noted the scorecard is nearly one month old and asked if there was anything, the Board should be aware of for September. It was noted hospital readiness has gone to yellow based on more focused criteria, and everything else is trending in the right direction. There were no questions or concerns.

5.6 Resource Utilization & Audit Committee (RUAC) Highlights*

Louis presented the report and highlighted updates the Committee received on the NOW initiative and the Human Resources quarterly report. He noted the Human Resources team has been very busy with recruitment and recognized their planning efforts throughout the pandemic and ongoing. Next, Louis advised the Committee received confirmation the hospital has addressed issues highlighted in the auditor's report, and they received an update on the Hospital Information System project. Louis also noted all questions raised at the meeting were answered and all votes were unanimous. Brian thanked both Louis and Jenny for their reports, and recognized them for successfully leading their first meetings as Chair.

5.7 Monthly Financial Statement*

Louis noted the hospital is in the red and the forecast is uncertain during these special times. He advised flow of funding is currently the hospital's biggest concern, which should stabilize once the Ministry issues funding. Louis added the Financial Statements demonstrate due diligence from the Finance team managing the books. There were no questions, concerns or comments.

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

5.8 Resource Utilization and Audit Committee Performance Scorecard*

Louis presented the scorecard and suggested it will be difficult to achieve some targets under the circumstances. The hospital is working hard to address the Working Capital indicator, which as mentioned above, has been impacted by cash flow issues. Marg Dragan asked if there has been an update from the Ministry on COVID expenses. Samer About-Sweid reported the Ministry remains committed to reimbursement of COVID expenses, but the hospital has not receive any new information. He noted BWH has submitted approximately \$5M in COVID expenses to date; and has received pandemic pay.

5.9 Governance & Nominating Committee Highlights*

Anthony lafrate presented the highlights and reported the Board Work Plan will be coming forward for approval in November. He indicated the Committee discussed Board goals and recommended the goals remain for this year, with a plan to develop new measurable goals through the strategic planning process. Anthony then explained Board education would be provided through a series of sessions this year. It is unknown what type of education the Ontario Hospital Association (OHA) will be offering. He also reported the Committee agreed to participate in the OHA Hospital Board Evaluation Survey this fall. Lastly, Anthony brought attention to the annual Communication and Community Engagement Report in the consent agenda and congratulated Mike and Julia Oosterman on their recent communication awards. Brian noted there are also plans underway to organize a Board social event and a Board thank you video for staff.

Dr. Rudovics joined the meeting at 5:36 pm.

5.10 Strategic Plan*

Anthony noted the current Strategic Plan expires in 2021. Although preparations to begin the strategic planning process were delayed due to pandemic, it is has now been recommended the process move forward. As such, BWH has issued a Request for Service as outlined in the briefing note. Mike mentioned there was considerable debate regarding timing given the pandemic and development of Ontario Health Teams (OHT), and the team compromised on developing a new plan with the caveat it may need to be adjusted mid-way. Louis commented on the importance of the Strategic Plan and suggested the motion be amended to add the element of developing the OHT. Anthony noted the G&N Committee did consider OHT development in the context of strategic planning, but he was not opposed to revising the motion. Mike added most strategic plans fail at implementation because there is no alignment from the Board roll to the front line. He wants BWH to create a plan that will resonate to frontline staff.

Motion duly made, seconded and carried: to support BWH management and participate in the strategic planning process, with a new Strategic Plan to be launched by June 2021, subject to any delays that may arise due to the development of Ontario Health Teams and the COVID-19 pandemic.

5.10 Global Communication & Community Engagement Plan

Jenny explained she requested the report be moved out of the consent agenda to highlight the work of the Communications Team, and to recognize and congratulate them on their success in communicating and engaging with the community. Kudos to the Communications Team.

5.11 Foundation Report*

Kathy Alexander presented the Foundation Report, which will be a joint report between the Bluewater and CEEH Foundations moving forward. She explained the foundations are working hard to adjust to pandemic challenges and are planning for the future. Kathy then provided a brief overview of the recent golf tournament fundraiser and discussed upcoming events including Physician Appreciation Day (Oct 1) and the Dream Home Lottery. There were no questions or comments.

6.0 CHIEF OF PROFESSIONAL STAFF REPORT*

Dr. Haddad presented his report. He noted the Medical Advisory Committee met over the summer to address pandemic related issues. There were no questions or comments.

7.0 POLICY FORMATION – None

8.0 OPEN FORUM

Marg shared details of recent positive patient experiences she had at Bluewater Health. Brian noted a Board Education Session focused on Funding and Finances has been scheduled to take place on October 15, 2020 at 4:00 pm.

9.0 ADJOURNMENT

Motion duly made, seconded and carried to adjourn the meeting at 5:53 pm

Brian Knott
Chair

Mike Lapaine
Secretary

Melissa Rondinelli
Senior Executive Assistant - Recorder