



**BOARD OF TRUST**

DATE: Tuesday, May 31, 2022

Via WEBEX

TIME: 5:00 p.m.

**PRESENT:** Ms. B. Taylor (Chair), Ms. P. Hilderley, Mr. D. McKay Mr. R. Shaheen, Ms. P. Wettlaufer, Ms. D. Westcar, Ms. C. Wilson, Ms. C. Smart, Mr. P. Lang, Ms. K. Lavelle, Dr. A. Bigham, Mr. E. Andreola, Ms. T. Crockford, Ms. M. Ross (Pt. Advisor), Mr. R. Mitchell, Dr. M. MacLeod, Ms. J. Soden

**REGRETS:** Mr. R. Murthi, Ms. L. Symons, Dr. K. Green, Mayor T. Birtch

**Recorder:** Ms. H. Scherer, Executive Assistant

AGENDA ITEMS	DISCUSSION	RESPONSIBILITY	ACTION
CALL TO ORDER	The meeting was called by the Chair at approximately 5:00 p.m.	Chair	
PRESENTATION	<p><u>Strategic Plan Update:</u>            Ms. Lynch and Mr. Stearns highlighted the following:</p> <ul style="list-style-type: none"> <li>• Status meetings were held in the fall with VPs and Directors.</li> <li>• A survey was conducted to obtain feedback from Directors on the effectiveness of the group meetings; the feedback was positive.</li> <li>• 2021/22 Tactical Plan:               <ul style="list-style-type: none"> <li>○ There are a total of 97 initiatives</li> <li>○ 81 initiatives are on track</li> <li>○ 8 initiatives have a minor deviation</li> <li>○ 8 initiatives are off track; which were due mainly to COVID and have been carried over to the 2022/23 Tactical Plan.</li> </ul> </li> <li>• 2022/23 Tactical Plan:               <ul style="list-style-type: none"> <li>○ There are a total of 74 initiatives</li> </ul> </li> </ul>		

	<ul style="list-style-type: none"> <li>▪ Caring:             <ul style="list-style-type: none"> <li>• 17 Initiatives</li> <li>• Key initiatives include:</li> <li>• Implement FreshFlex patient food</li> <li>• Attain designation of Baby Friendly Hospital</li> <li>• Complete LGBTQIA+ training for all staff</li> <li>• Develop Smudging Policy</li> <li>• Replace Patient TV's</li> <li>• Add Patient Advisor to Board of Trust</li> </ul> </li> <li>▪ Empowering:             <ul style="list-style-type: none"> <li>• 14 Initiatives</li> <li>• Key initiatives include:</li> <li>• Initiate patient experience interviews on all inpatient units</li> <li>• Implement safety huddles throughout the organization (include patient/families)</li> <li>• Implement wellness initiatives based on survey results</li> <li>• Gentle Persuasive Approach training for staff</li> <li>• Develop a communication reporting framework organization wide</li> </ul> </li> <li>▪ Growing:             <ul style="list-style-type: none"> <li>• 29 Initiatives</li> <li>• Key initiatives include:</li> <li>• Renovate Oncology space</li> <li>• Create Business Continuity and Disaster Recovery Plan</li> </ul> </li> </ul>		
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	<ul style="list-style-type: none"> <li>• Complete implementation of Hypercare</li> <li>• Enhance renewable energy of hospital through installation of solar power</li> <li>• Increase virtual visits</li> <li>• Develop master occupancy plan to address future growth</li> <li>• Recruit Nursing staff</li> <li>▪ Connecting:             <ul style="list-style-type: none"> <li>• 14 Initiatives</li> <li>• Key initiatives include:                 <ul style="list-style-type: none"> <li>• Initiate Police/Hospital transfer of custody between ED/Police</li> <li>• Initiate/lead emergency preparedness community group</li> <li>• Conduct pilot with Trillium Health for WSIB First Responders Program</li> <li>• Conduct Code Orange table top exercise, drill, mock exercise</li> <li>• Collaborate with OHT partners</li> </ul> </li> </ul> </li> <li>• Next Steps will be to continue with internal management engagement throughout the year, provide quarterly updates to the Board and develop communication reporting framework aimed at increasing frontline staff awareness of strategic plan.</li> </ul> <p>Ms. Taylor thanked Ms. Lynch and Mr. Stearns for their presentation.</p>		
<p>DECLARATION – CONFLICT OF INTEREST</p>	<p>No conflicts of interest were declared.</p>	<p>All</p>	<ul style="list-style-type: none"> <li>• Information</li> </ul>

Board of Trust – May 31, 2022

ADOPTION OF AGENDA	<p>Ms. Taylor requested that two agenda items be added under Other Business; an update on the Virtual International Conference on Integrated Care and a Patient Feedback Story.</p> <p>MOVED by Ms. Hilderley, to adopt the Agenda as amended, seconded by Mr. Mitchell. <b>CARRIED.</b></p>	All	<ul style="list-style-type: none"> <li>• <b>MOTION</b></li> </ul>
PREVIOUS MINUTES – April 26, 2022	<p><b>MOTION</b> by Ms. Wettlaufer, seconded by Ms. Soden to approve the previous minutes of April 26, 2022. <b>CARRIED.</b></p>	All	<ul style="list-style-type: none"> <li>• <b>MOTION</b></li> </ul>
Joint Health and Safety Committee	<p><b>MOTION</b> by Ms. Taylor, seconded by Ms. Hilderley to approve the minutes of April 10, 2022. <b>CARRIED.</b></p> <p>In response to a question regarding the deferral of the March and April inspections, Mr. Lang noted that he would clarify whether they were completed and an update will be provided at the next meeting.</p>		<ul style="list-style-type: none"> <li>• <b>MOTION</b></li> </ul>
Patient and Family Advisory Committee	<p><b>MOTION</b> by Ms. Ross, seconded by Ms. Soden to approve the minutes of May 18, 2022. <b>CARRIED.</b></p>		<ul style="list-style-type: none"> <li>• <b>MOTION</b></li> </ul>
Finance Committee	<p><u>COVID-19 Pandemic Financial Impact:</u></p> <p>Ms. Hilderley reported on the COVID-19 Pandemic Financial impact and highlighted the following:</p> <ul style="list-style-type: none"> <li>• Operating expenses for the month of April was \$80K.</li> <li>• In April, the hours of operation for the Assessment Centre were reduced to 10 a.m. – 4 p.m., and only one nurse per day; second nurse was added in May due to increased volumes. There are regional discussions occurring about ongoing operations of assessment centres over the summer.</li> <li>• Hospitals have been funded \$38/swab, however the hospital has recently been advised that the funding will be moved to budget-based.</li> </ul>		<ul style="list-style-type: none"> <li>• Information</li> </ul>

	<p><u>Q4 HSAA Scorecard:</u>                  Ms. Hilderley presented the Q4 HSAA scorecard and highlighted the following:</p> <ul style="list-style-type: none"> <li>• ED volumes are back to pre-pandemic numbers.</li> <li>• Hip and knee wait times are an ongoing concern due to historically low allocation; and are even worse now due to the OR cancellations throughout the past year due to COVID.</li> <li>• We have seen an increase in MRI and CT volumes, and are below target for wait times.</li> </ul> <p><u>Restatement of March Financial Statements Post Audit:</u>                  Ms. Hilderley presented the Restatement of March Financial Statements Post Audit and highlighted the following adjustments:</p> <ul style="list-style-type: none"> <li>• On the approved MOH/OH Allocation line \$852K accrued for the one-time nursing retention bonus; less \$406K as claw back from one-time MRI and CT operating hours.</li> <li>• \$623K from estates held within deferred contributions were marked as spent towards the ClinDoc project – this variance is to record the first years amortization.</li> <li>• The Salaries and Wages line increased by \$852K for the nurses one-time retention bonus.</li> <li>• Under Employee Benefits there was an increase of \$24K for the retiree post employment benefits, which is offset by a decrease to WSIB costs for the year due to a \$173K rebate received in April.</li> <li>• Community Mental Health revenue received an increase of \$32K per year for Psych Sessional Funding for 2020/21 and 2021/22. The program closed with a deficit, so there will be no payment owing to physicians.</li> </ul>	
City Report	No City report	<ul style="list-style-type: none"> <li>• Information</li> </ul>
County Report	Mr. McKay reported it was nice to see the letter of support from the hospital regarding the transitional beds at Woodingford Lodge. He noted County Council has been advocating to the Ministry that more transitional beds need to be placed in the community.	<ul style="list-style-type: none"> <li>• Information</li> </ul>

	In response to a question, it was noted that although a cost analysis has not been completed, it would definitely be a cost savings to fund transitional beds at Woodingford Lodge vs a Hospital.	
Foundation Report	<p>Ms. Wettlaufer reported the following:</p> <ul style="list-style-type: none"> <li>• The Foundation was notified they would be receiving \$88,000 from Edna Pipe’s estate.</li> <li>• The Spring Direct mail was sent out at the beginning of May. All proceeds will support equipment for the Rapid Assessment of Critical Events Team.</li> <li>• The 50/50 had another successful month in May. The grand prize was drawn this morning and the lucky winner took home \$75,500. The ticket demographics are: Woodstock – 46%; Oxford County – 23%; and Other – 31%.</li> <li>• The virtual Dairy Capital Run started on Monday, May 30<sup>th</sup>. There is a total of 151 runners and the sponsorship is \$12,750.</li> <li>• The Golf Tournament is scheduled for June 15<sup>th</sup>, with 160 golfers and a sponsorship of \$79,000.</li> </ul>	<ul style="list-style-type: none"> <li>• Information</li> </ul>
Correspondence	There was no correspondence.	<ul style="list-style-type: none"> <li>• Information</li> </ul>
Adjournment	The meeting adjourned to LPP on motion of at 5:35 p.m. CARRIED.	

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Ms. B. Taylor, Chair

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Ms. D. Westcar, Secretary