

BOARD OF TRUST

DATE: Tuesday, February 28, 2023

BOARDROOM

TIME: 5:00 p.m.

- PRESENT:** Ms. B. Taylor (Chair), Ms. J. Sandhu, Ms. J. Soden, Dr. A. Bigham, Ms. D. Westcar, Ms. P. Wettlaufer, Ms. P. Hilderley, Ms. C. Smart, Dr. I. Hons, Ms. A. Fortin, Ms. C. Wilson, Mr. P. Lang, Ms. K. Lavelle, Ms. L. Symons, Mr. R. Mitchell, Mr. E. Andreola, Ms. M. Ross (Pt. Advisor), Ms. C. Lauder (City Rep), Mayor J. Acchione (County Rep), Dr. M. MacLeod, Mr. M. Salem (Admin Resident)
- REGRETS:** Ms. T. Crockford, Dr. K. Green
- Recorder:** Ms. H. Scherer, Executive Assistant

AGENDA ITEMS	DISCUSSION	RESPONSIBILITY	ACTION
CALL TO ORDER	<p>The meeting was called by the Chair at approximately 5:00 p.m.</p> <p>Ms. Taylor welcomed Ms. Adel Fortin to the Board of Trust. She has filled the vacancy left by Mr. Shaheen. Ms. Fortin is a lawyer at White Coad with a focus on corporate and commercial law.</p> <p>Ms. Taylor welcomed Dr. Ian Hons, Assistant Chief of Staff to the Board of Trust.</p>	Chair	
PRESENTATION	<p><u>Rapid Assessment of Critical Events (RACE) Team:</u></p> <p>Mr. Joosse, Director of CCU and Dialysis presented on the Rapid Assessment of Critical Events Team and highlighted the following:</p> <ul style="list-style-type: none"> ➤ The Critical Care Unit (CCU) has 12 beds (6 rooms with ventilators and 6 without (step down rooms)). ➤ Monitor the Telemetry units across the hospital. 		

	<ul style="list-style-type: none">➤ We are funded for four level 3 (patients requiring a ventilator) and eight level 2 beds (patients who do not require a ventilator). We have requested additional funding for level 3 beds as we have had an increase in vented days.➤ The Charge Nurse works Monday to Friday from 7 a.m. – 3 p.m.; there are 5 RN’s on days and nights (12 hour shifts) and a ward clerk who works Monday to Friday 12 hrs and 8 hours on weekends.➤ The overall budget (pre-RACE Team) in 2020/21 was \$3.7M.➤ During the COVID pandemic, the CCU not only cared for Oxford County patients, but patients from the GTA, LHSC, Sarnia and Manitoba.➤ To manage the increased workload, RN’s from the O.R. were re-assigned to the CCU. Because of this, workload forms were submitted to ONA. They then recommended WH introduce a RACE team to support inpatient nurses.➤ The RACE team is a team of clinicians (physicians, nurses, respiratory therapists) who bring critical care expertise to the patients outside of the CCU. (Assess, Stabilize, Assist with Communication, Educate and Support and Assist with Transfer if necessary).➤ Accreditation Canada recommended a RACE team in 2012, 2016 and 2020 to reduce unanticipated hospital deaths with early interventions to prevent deterioration and poor outcomes.➤ In 2015, WH developed a Rapid Response Team working committee and assessed all patient deaths between April 2016 – December 2016. Of the 120 patients who passed away, 72 were further reviewed to determine if RACE intervention could have benefitted them and it was determined 25 of them could have.		
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	<ul style="list-style-type: none"> ➤ In 2021, an additional RN was added to days and nights to respond to RACE calls, monitor telemetry, assist with higher acuity of unit and accommodate break relief. ➤ The overall budget in 2021/22 is \$4.2M. ➤ Training was provided to staff in November 2021 and January 2022 and the RACE team went live on February 21, 2022. ➤ Equipment needed for RACE Team: repurposed wound care cart in CCU; RACE laptop and Zoll Defibrillator, which was funded by the Foundation. ➤ The objectives of the RACE team is to: <ul style="list-style-type: none"> ○ Reduce cardiac arrest and potential adverse events ○ Mitigate unanticipated hospital deaths ○ Optimize CCU resource utilization ○ Reduce CCU/hospital length of stay ○ Provide educational opportunities for clinical staff and enhance clinical assessment skills ➤ The RACE team consists of a dedicated CCU RN and Registered Respiratory Therapist. ➤ Between February 21, 2022 – December 31, 2022 there was a total of 155 assessments. 83% of the patients assessed, remained on the inpatient unit for care and 16% were transferred to the CCU. One patient proceeded to a Code Blue. Majority of the calls came from M200, which was the COVID unit at the time and 2500. ➤ With the implementation of the RACE team, this also reduced the number of Code Blues from 21 in 2021 to 11 in 2022 (excluding ED Code Blues). ➤ In June 2022, a survey was completed by RACE team members and the inpatient nursing staff. From that, 72% of staff reported they learned something from the RACE intervention. ➤ Process improvements based on feedback from the survey was to: 		
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	<ul style="list-style-type: none"> ○ Implement a process if CCU is short staffed, the phone will go directly to RT. ○ Provide awareness at team huddles on inpatient units. ○ Provide orientation on the RACE team for all new nursing hires. ○ Develop own training for WH staff. ○ Ability to document electronically in CERNER. <ul style="list-style-type: none"> ➤ In response to a question, it was noted that the RACE team documents time of call, time of response, time of end of call, where the patient is going (staying on unit or to CCU), whether it was a code and what the intervention was into an excel spreadsheet. ➤ Mr. Lang gave kudos to the CCU and RACE team staff for being able to implement and maintain the program during staff shortages due to the COVID pandemic. <p>Ms. Taylor thanked Mr. Josse for his presentation.</p>		
DECLARATION – CONFLICT OF INTEREST	No conflicts of interest were declared.	All	• Information
ADOPTION OF AGENDA	MOTION by Ms. Hilderley, to adopt the Agenda as amended, seconded by Mr. Acchione. CARRIED.	All	• MOTION
PREVIOUS MINUTES – January 31, 2023	MOTION by Ms. Ross, seconded by Ms. Lauder to approve the previous minutes of January 31, 2023. CARRIED.	All	• MOTION
Finance Committee	<p><u>Q3 HSAA Scorecard:</u></p> <p>Ms. Hilderley presented the Q3 HSAA Scorecard and highlighted the following:</p> <ul style="list-style-type: none"> ➤ The ED length of stay continues to be a challenge due to high visits and hospital occupancy. ➤ There has been minor improvements to the hip and knee replacement indicators. 		• Information

	<ul style="list-style-type: none"> ➤ CT and MRI indicators continue to be a challenge. ➤ There is a slight improvement to readmissions; however, this could be due to the delay in coding. ➤ Our ALC indicator is higher than normal, and rates continue to fluctuate weekly. ➤ All patient volumes are within target except mental health, where volumes are slightly lower than expected. ➤ In response to a question, it was noted that the ED length of stay is based on the acuity level. 	
City Report	<p>Ms. Lauder thanked Ms. Taylor and Mr. Lang for the in depth orientation she received. She is looking forward to being a part of the WH Board of Trust.</p> <p>Ms. Lauder noted that the City had their budget deliberations and Ms. Hons, City of Woodstock Physician Recruiter presented her budget and commended her for working diligently to bring more Family Physicians to the City.</p>	<ul style="list-style-type: none"> • Information
County Report	There was no County report.	<ul style="list-style-type: none"> • Information
Foundation Report	<p>Ms. Wettlaufer highlighted the following:</p> <ul style="list-style-type: none"> • The January 50/50 grand prize winner was Catherinie Coombs who took home \$57,190. • The February 50/50 grand prize winner was announced this morning – Sharon Blackman and she took home \$56,675. • The total 50/50 funds raised to date is \$1.2M. • Dairy Capital Run is scheduled for May 27th. Registration is open. There is currently 30 registrants. • The Annual Golf Tournament is scheduled for June 14, 2023 at Craigowan. Sponsorship packages have been sent out. 	<ul style="list-style-type: none"> • Information
Correspondence	Nothing to report.	<ul style="list-style-type: none"> • Information
Adjournment	The meeting adjourned to LPP on motion of at 5:28 p.m. CARRIED.	

Ms. B. Taylor, Chair

Ms. D. Westcar, Secretary