



**BOARD OF TRUST**

DATE: Tuesday, April 25, 2023

BOARDROOM

TIME: 5:00 p.m.

**PRESENT:** Ms. B. Taylor (Chair), Ms. J. Sandhu, Ms. J. Soden, 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. L. Symons, Mr. R. Mitchell, Ms. T. Crockford, Dr. K. Green, Ms. M. Ross (Pt. Advisor), Ms. C. Lauder (City Rep), Ms. K. Lavelle, Mr. M. Salem (Admin Resident)

**REGRETS:** Mr. E. Andreola, Dr. A. Bigham, Dr. M. MacLeod, Mayor J. Acchione (County Rep)

**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><b><u>Strategic and Tactical Plan Review:</u></b>            J. Lynch, Director of Strategic Planning, Community Engagement and Patient Experience Lead gave an update on the 2022/23 tactical plan initiatives and an overview of the 2023/24 tactical plan initiatives.</p> <ul style="list-style-type: none"> <li>➤ <b>2022/2023 Tactical Plan:</b> <ul style="list-style-type: none"> <li>➤ All unmet initiatives have been carried forward to the 2023/24 tactical plan.</li> <li>➤ Status meetings are held quarterly with the Management Group.</li> <li>➤ The scorecard is shared quarterly with the Board and Management Group.</li> <li>➤ Accomplishments:               <ul style="list-style-type: none"> <li>➤ Implementation of Fresh Flex inpatient dining</li> </ul> </li> </ul> </li> </ul>		

	<ul style="list-style-type: none"> <li>➤ Completion of LGBTQIA+ training for all staff</li> <li>➤ Addition of Patient Advisor on Board of Trust</li> <li>➤ Implementation of Code Transfusion</li> <li>➤ Initiated patient experience interviews on all inpatient units</li> <li>➤ Implementation of wellness initiatives based on survey results</li> <li>➤ Development of organization wide communication reporting framework</li> <li>➤ Development of strategic planning scorecard</li> <li>➤ Development of master occupancy plan to address future growth</li> <li>➤ Recruited 12 temporary nursing students for clinical externship</li> <li>➤ Recruited an Assistant Chief of Staff</li> <li>➤ Implementation of mask recycling</li> <li>➤ Initiated police hospital transfer of custody between our ED and Police</li> <li>➤ Expanded the role of the Discharge Nurse to include surgery</li> <li>➤ Conducted Code Orange table top exercises</li> <li>➤ Participated/hosted retirement home collaboration table</li> <li>➤ <b>2023/2024 Tactical Plan:</b> <ul style="list-style-type: none"> <li>➤ There are 75 initiatives (19 Caring; 21 Empowering; 26 Growing and 9 Connecting)</li> <li>➤ Some of the initiatives are:                             <ul style="list-style-type: none"> <li>➤ <b>Caring:</b> <ul style="list-style-type: none"> <li>➤ Enhance Recovery after Surgery</li> <li>➤ Implement new PCA/PCEA pumps</li> <li>➤ Management of Aggressive Behaviour Training to Mental Health/Emergency Department Staff</li> <li>➤ Initiate Chest Pain Clinic</li> </ul> </li> </ul> </li> </ul> </li> </ul>		
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	<ul style="list-style-type: none"> <li>➤ Implement the new patient entertainment systems</li> <li>➤ <b>Empowering:</b></li> <li>➤ Implement new patient satisfaction survey – Qualtrics</li> <li>➤ Add PFAC member to complete patient experience interviews</li> <li>➤ Develop a standard process for staff recognition weeks</li> <li>➤ Initiate advance training in pediatrics (PALS/PEARS)</li> <li>➤ Share Ontario Perception of Care survey results for Mental Health into monthly reporting</li> <li>➤ <b>Growing:</b></li> <li>➤ Investigate a Closed CCU Model</li> <li>➤ Engagement and planning for expansion to the new professional building</li> <li>➤ Replacement of MDRD cart washer</li> <li>➤ Implement One Tube Project for lab specimen labels on demand</li> <li>➤ Host community connection town hall events</li> <li>➤ Implement Back to the Board</li> <li>➤ <b>Connecting:</b></li> <li>➤ Increase referrals to support Ontario Health Teams remote care monitoring program for CHF, COPD and diabetes patients</li> <li>➤ Investigate central intake model for cataracts</li> <li>➤ Develop Belonging, Equity, Diversity and Inclusion framework</li> <li>➤ Work with community partners to conduct a Mock Code Silver exercise</li> <li>➤ Host Diabetes Stress and Burnout Community Event</li> </ul>		
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	<p>➤ <b>Next Steps:</b></p> <ul style="list-style-type: none"> <li>➤ Continue to engage Management Group on a quarterly basis</li> <li>➤ Executive team to update Board quarterly with scorecard</li> <li>➤ Continue to use the communication reporting framework to increase frontline staff awareness of strategic plan</li> <li>➤ Directors are updating their quality scorecards to track some if the initiatives from the new tactical plan</li> </ul> <p>Ms. Taylor gave kudos to the hospital staff on continuing to move things forward and for the constant improvement and innovation to better patient care.</p> <p>Ms. Taylor thanked Ms. Lynch for her presentation.</p>		
DECLARATION – CONFLICT OF INTEREST	No conflicts of interest were declared.	All	• Information
ADOPTION OF AGENDA	<b>MOTION</b> by Mr. Mitchell, to adopt the Agenda as presented, seconded by Ms. Westcar. <b>CARRIED.</b>	All	• <b>MOTION</b>
PREVIOUS MINUTES – March 28, 2023	<p><b>MOTION</b> by Ms. Lauder, seconded by Ms. Hilderley to approve the previous minutes of March 28, 2023. <b>CARRIED.</b></p> <p>Mr. Lang noted that at the last meeting there was a question regarding grievances. In follow-up, we have added these to the Risk Management report.</p>	All	• <b>MOTION</b>
Finance Committee	<p><b><u>Notice and Extension of Multi-Sector Service Accountability Agreement:</u></b></p> <p>Ms. Crockford noted that Ontario Health is working to update the Multi-Sector Service Accountability Agreement (MSAA) and in the meantime, they are extending ours until</p>		• Information

	<p>June 30, 2023. Mr. Lang and Ms. Taylor have already signed off on the extension. Once the updated MSAA has been received, it will be brought forward to the Board for approval.</p> <p><b><u>2022/23 Capital Budget Status Update:</u></b> Ms. Crockford reviewed the status of the 2022/23 capital budget and noted that two of the items are still in process due to the items being on back order until approximately July 2023.</p> <p><b><u>Cybersecurity Scorecard:</u></b> The Cybersecurity Scorecard was reviewed. Ms. Crockford highlighted the following:</p> <ul style="list-style-type: none"> <li>• The Business Impact Assessment has been reviewed by Finance and I.T.</li> <li>• The Business Continuity Plan is expected to be completed in the next couple of months and will be presented to the Board.</li> <li>• The implementation of CrowdStrike (24/7 hr monitoring) commenced this week. WH is the first in the SW region to implement.</li> <li>• Regional Security Operations Centre Update:             <ul style="list-style-type: none"> <li>○ The funding ended as of March 31, 2023; however, there was unspent funds that Ontario Health stated could still be used.</li> <li>○ RSOCs are moving towards Service Delivery Group, with two models: Microsoft and Best of Breed. LHSC is moving forward with Microsoft and Transform is Best of Breed.</li> <li>○ Ontario Health likely will allow hospitals to “choose” which service delivery group they will align themselves with.</li> </ul> </li> </ul>	
City Report	Ms. Lauder shared a picture of the Woodstock Non-Profit proposed apartment building to be built behind Woodingford Lodge. This will be a 52 unit building with approximately 12 of those being for DASO women and children. The proposed timeline to begin construction is July or August, with a one-year construction period.	<ul style="list-style-type: none"> <li>• Information</li> </ul>
County Report	No report	<ul style="list-style-type: none"> <li>• Information</li> </ul>

Foundation Report	<p>Ms. Wettlaufer highlighted the following:</p> <ul style="list-style-type: none"> <li>• The Foundation received \$10,000 from the estate of Sheldon Shapiro.</li> <li>• The annual staff giving campaign “We Care Campaign” raised \$20,059, which was approximately \$1,000 more than last year. The Foundation has seen an increase in staff signing up for payroll when they get hired.</li> <li>• Joan Vance was the March 50/50 Grand Prize winner taking home \$58,755. The Foundation’s net income for the month was \$40,302.</li> <li>• Dairy Capital Run is scheduled for Saturday, May 27<sup>th</sup>. There is currently 200 registrants. Sponsorship is \$15,500. Dan Henry will be emceeing the event.</li> <li>• The Annual Golf Tournament is scheduled for June 14<sup>th</sup>. There is currently 160 golfers registered and sponsorship is sitting at \$61,000.</li> </ul>	<ul style="list-style-type: none"> <li>• Information</li> </ul>
Correspondence	Nothing to report.	<ul style="list-style-type: none"> <li>• Information</li> </ul>
Adjournment	The meeting adjourned to LPP on motion of at 5:25 p.m. CARRIED.	

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Ms. B. Taylor, Chair

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Ms. D. Westcar, Secretary