

BOARD OF TRUST

DATE: Tuesday, March 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. Hilderley, Ms. C. Smart, Dr. I. Hons, Ms. A. Fortin, Ms. C. Wilson, Mr. P. Lang, Ms. L. Symons, Mr. R. Mitchell, Mr. E. Andreola, Ms. T. Crockford, Dr. K. Green, Ms. M. Ross (Pt. Advisor), Ms. C. Lauder (City Rep), Mr. M. Salem (Admin Resident)
- REGRETS:** Dr. M. MacLeod, Ms. P. Wettlaufer, Ms. K. Lavelle, 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><u>Human Resources Overview:</u> Mr. Hahn, Director of Human Resources & Occupational Health and Safety gave an overview of his department and highlighted the following:</p> <ul style="list-style-type: none"> ➤ The Human Resources department consists of: <ul style="list-style-type: none"> ○ Adam Hahn, Director ○ Michelle James, HR Coordinator ○ Anne Wei, HR Specialist (new role) ○ Bonnie West, Pension and Benefits Coordinator ○ Shannon Roberts-Brooks, HR Assistant ➤ The 2022/23 budget is \$1,036,929 and the department is approximately \$35K favourable to the budget. ➤ HR focuses on recruitment, labour relations, administration and organizational development 		

	<ul style="list-style-type: none">➤ Recruitment Challenges:<ul style="list-style-type: none">○ Labour market remains highly competitive with shortages of qualified candidates.○ Bill 124 limitations on compensation and changes in the nature of work and where work is done has affected the attractiveness and competitiveness of hospital job offerings.○ Baby boomers continue to exit the labour market, leaving shortages of experienced candidates; therefore having to hire more junior staff.○ Compared to the previous fiscal year, there are more postings that are open and are taking significantly longer to fill.○ In the beginning of the fiscal year we saw a huge decrease in staff leaving; however, since November we have been able to increase our staffing without any losses.➤ Recruitment Objectives:<ul style="list-style-type: none">○ Update recruiting methods to better source talent in the current labour market.○ Support recruitment with the addition of the HR Specialist role.○ Deepen relationships with local Colleges and Universities by attending career fairs.○ Leverage social media platforms○ Implemented an Employee Referral Program – which we had our first referral today.➤ Labour Relations Challenges:<ul style="list-style-type: none">○ The hospital has a number of outstanding grievances and arbitrations from previous years; however, there has been a steady decline in grievances throughout the 2022/23 fiscal year.		
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	<ul style="list-style-type: none"> ○ Bargaining has been complicated due to Bill 124 being deemed unconstitutional. ➤ Labour Relations Objectives: <ul style="list-style-type: none"> ○ Continue to build on existing relationships with Hospital unions. ○ Successfully renegotiate the Collective Agreements. ○ Continue to reduce the number of grievances and arbitrations. ➤ Organizational Development: <ul style="list-style-type: none"> ○ Continue to promote staff from within and a positive workplace culture. ○ Continue to develop best practices, such as succession planning. ○ Update employee performance appraisals and exit interviews. ○ Update attendance management monitoring in a post-pandemic environment. ○ External review of wages for all non-union positions, once bargaining has been completed for all agreements. ➤ In response to a question, it was noted that the hospital does reach out to retired employees to see if they would be willing to come back on a part-time/casual basis. It was noted that there are perimeters that need to be considered in doing this based on the collective agreements. ➤ In response to a question, it was noted that the hospital has been fortunate not to have to hire agency nurses. ➤ In response to a question, it was noted that there is not only a shortage of nurses, but in in ultrasound, MDRD, etc. ➤ In response to a question, it was noted that grievances are reviewed based on potential exposure and cost to the hospital. The hospital tries to settle cost effectively as much as possible. 		
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	<p>➤ Mr. Lang noted that not only was the HR department dealing with staff shortages, but they also did the vaccine tracking of all staff and physicians and dealt with the redeployment of staff during the pandemic.</p> <p>Ms. Taylor thanked Mr. Hahn for his presentation as it paints a clear picture of the pressures HR departments have been under due to the staffing shortages.</p> <p><u>Medical Building Feedback:</u> Ms. Lynch, Director of Strategic Planning, Community Engagement and Patient Experience Lead presented the feedback on the new professional building that was received from WH staff, Management Group and members of the Patient and Family Advisory Council.</p> <p>What areas at WH need to be expanded?</p> <ul style="list-style-type: none"> • Inpatient Mental Health • Emergency Department • Maternal Child Women’s Health • Inpatient Medical beds <p>What space are we trying to open up?</p> <ul style="list-style-type: none"> • Re-locate outpatient services to new building (Outpatient Physio Therapy, Speech, Outpatient Mental Health) • Re-locate Chemotherapy Unit and Dialysis Unit • Re-locate non-clinical areas such as payroll/finance/human resources <p>What opportunities will allow us to grow?</p> <ul style="list-style-type: none"> • Pediatric Clinic • Urgent Care Clinic or Walk-in Clinic 		
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	<p>Other Requests:</p> <ul style="list-style-type: none"> • Gym for staff • Childcare for staff – a needs assessment survey was sent out to all staff on Monday to see how we can best support our staff. <p>In response to a question, it was noted that the next step would be for the Clinical Directors of the recommended areas to be moved, and Capital Projects to sit down and review to see what a feasible option is.</p> <p>Ms. Taylor thanked Ms. Lynch for her presentation and continued service to initiatives that help improve patient care.</p>		
<p>DECLARATION – CONFLICT OF INTEREST</p>	<p>No conflicts of interest were declared.</p>	<p>All</p>	<ul style="list-style-type: none"> • Information
<p>ADOPTION OF AGENDA</p>	<p>Ms. Taylor noted that she would like to add the following items to the agenda:</p> <ul style="list-style-type: none"> ➤ Chairs Comments: <ul style="list-style-type: none"> ○ Chair Evaluation ○ Reflections from Management Huddle ➤ Finance Committee: <ul style="list-style-type: none"> ○ Investment Update <p>MOTION by Mr. Mitchell, to adopt the Agenda as amended, seconded by Ms. Hilderley. CARRIED.</p>	<p>All</p>	<ul style="list-style-type: none"> • MOTION
<p>PREVIOUS MINUTES – February 28, 2023</p>	<p>MOTION by Ms. Ross, seconded by Ms. Symons to approve the previous minutes of February 28, 2023. CARRIED.</p>	<p>All</p>	<ul style="list-style-type: none"> • MOTION
<p>Joint Health and Safety Committee</p>	<p>MOTION by Ms. Soden, seconded by Ms. Westcar to approve the previous minutes of February 28, 2023. CARRIED.</p>		<ul style="list-style-type: none"> • MOTION

	<p>In response to a question, it was noted that no staff were injured regarding the workplace violence incidents noted in the minutes.</p> <p>Mr. Lang reported that one of the committee members expressed the following concerns at the meeting:</p> <ul style="list-style-type: none"> ➤ Directors do not follow-up with staff regarding recommendations from the committee – this is untrue as the committee will issue a 21 day notice of an incomplete item and the committee has not issued one in more than 5 years. ➤ Mock Code Whites are not being completed – the minutes state that a mock code white was completed on December 9, 2022 and again in January 2023. ➤ RFID badge audits are not being completed – it was confirmed that testing is being completed. ➤ As a result of an incident in the ED he noted there were no camera’s in the ED – it was noted that prior to the incident, two cameras were installed and two more were installed on December 30, 2022 and we are waiting on one more to arrive to be installed. ➤ The individual noted that there are too many false Code Whites and so he does not respond to them – it was reiterated that all code white responders are responsible to attend all code whites. ➤ The individual received a written notice from Mr. Lang and Mr. Hahn and if his behaviour continues, he will be removed from the committee. ➤ At the next Joint Health and Safety meeting, the terms of reference and expectations will be reviewed. 	
<p>Patient and Family Advisory Committee</p>	<p>MOTION by Ms. Ross, seconded by Ms. Symons to approve the previous minutes of March 15, 2023. CARRIED.</p> <p>Ms. Ross wanted to acknowledge the WH staff who are members of PFAC and noted the committee would not function as well as it does without them.</p>	<ul style="list-style-type: none"> • MOTION
<p>City Report</p>	<p>Ms. Lauder reported that the budget was passed, which includes Ms. Hons position as the Family Physician Recruiter.</p>	<ul style="list-style-type: none"> • Information

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County Report	No report	• Information
Foundation Report	<p>Ms. Westcar highlighted the following:</p> <ul style="list-style-type: none"> • The Annual Staff giving campaign ran the week of March 20th – 24th. Their goal was to raise \$19K. • The winner of the February 50/50 was Sharon Blackman who took home \$56,675. The hospital’s proceeds were \$37,179. • Dairy Capital Run is scheduled for Saturday, May 27th. The current sponsorship is \$15K and there is 99 registrants. The Foundation is looking for volunteers, please email Rebecca at rmoores@woodstockhospital.ca if you are interested. • The Golf tournament is scheduled for Wednesday, June 14th at Craigowan. Sponsorship is sitting at \$28,400. • The current glass donor plaques will be replaced with plastic plaques that are flush to the wall for patient safety reasons. 	• Information
Correspondence	Nothing to report.	• Information
Adjournment	The meeting adjourned to LPP on motion of at 5:39 p.m. CARRIED.	

Ms. B. Taylor, Chair

Ms. D. Westcar, Secretary