

**BOARD OF TRUST**

DATE: Tuesday, January 28, 2025

In the Boardroom

TIME: 5:00 p.m.

PRESENT: Ms. P. Hilderley (Chair), Ms. T. Crockford, Mr. R. Mitchell, Ms. J. Soden, Mr. D. Wallet, Ms. S. Wolfe, Ms. B. Taylor, Mr. P. Lang, Ms. K. Lavelle, Ms. C. Smart, Ms. D. Westcar, Ms. A. Fortin, Ms. L. Symons, Dr. P. Howatt, Dr. K. Green, Dr. I. Hons, Mr. E. Andreola, Ms. C. Lauder (City Rep), Ms. M. Ross (Pt. Advisor), Mr. B. Kennedy, A. Kani (Admin Resident)

REGRETS: Mayor J. Acchione (County Rep), Dr. M. MacLeod

Recorder: Ms. H. Scherer (Executive Assistant)

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| **AGENDA ITEMS** | **DISCUSSION** |
| CALL TO ORDER | The meeting was called by Ms. Hilderley, Chair at approximately 5:00 p.m.**HART Hub Announcement**:Ms. Hilderley thanked the Board for their support and guidance and for taking the leap to purchase 16 Graham Street which will house the HART Hub. She thanked Mr. Lang and the WH team for the stellar application that was submitted and the OHT for their support and assistance with bringing the partners together.A press release was sent out prior to the Ministry announcement yesterday afternoon. The Board, City Council, and OHT partners were invited to a podium announcement made by MPP Ernie Hardeman following the Ministry announcement. In response to a question, it was noted that in response to the start date of the HART Hub, the team will begin working on a process to implement the program on a smaller scale until all the renovations have been completed at 16 Graham Street. It was also noted that we have not yet received a funding letter but anticipate funding to start flowing shortly.WH Public Relations Coordinator is working with the City of Woodstock’s communication person to come up with some answers to questions we anticipate arising that would be shared on social media. Thank you to Ms. Fagan, WH Public Relations Coordinator for a perfectly written speech for Ms. Hilderley for yesterday’s podium announcement. It was also noted that the request to remove the covenant from 16 Graham Street will be going to City Council on February 20th for approval.Mr. Lang also noted that the WH team was interviewed this afternoon by Lee Griffin from the Woodstock-Ingersoll Echo.**Welcome**:Ms. Hilderley introduced Aaron Kani, Admin Resident who is completing his MBA at McMaster University and will be with us until the end of April.  |
| PRESENTATION | **2025-2028 Strategic Plan:**Ms. J. Lynch, Director of Strategic Planning, Community Engagement and Patient Experience presented on the 2025-2028 Strategic Plan and highlighted the following:* + - * The Strategic Planning Committee made up of 22 people, the Board of Trust and Senior Team have all been instrumental in providing feedback for the 2025-2028 Strategic Plan.
			* Some of the strengths highlighted from the data received was caring and professional staff, cleanliness and modern facilities, wide range of services provided, and good ED wait times, relative to other hospitals.
			* Some of the challenges highlighted was long wait times for some services, mental health services, pediatric care, staffing issues, parking accessibility and follow-up care in the community and communication.
			* Some opportunities noted for improvement were facility expansion, improved mental health addiction services, specialized services, process improvements and community integration.
			* Proposed new Mission, Vision and Values:
				+ **Mission** – providing exceptional people-centred care for the well being of our community
				+ **Vision** – Evolving together to meet the growing needs of our community
				+ **Values** – compassionate, innovative, collaborative, accountable
				+ **Value Statement** – we are united in our commitment to compassionate care driven by innovation, collaboration and accountability.
			* Proposed Pillars – Evolving, Collaborating, Caring and Empowering
			* Tag line – Centered on You. If you’re a patient, it’s centered on you, if you’re a family member, it’s centered on you, if you’re a staff member, it’s centered on you.
			* Next Steps:
				+ Develop strategic directions within each pillar
				+ Draft a message from our leaders
				+ Develop information page about our community, our hospital and hospital services
				+ Create our 2025/2026 Tactical Plan encompassing the new pillars and strategic directions
				+ Strategic Plan draft to the Board of Trust in March for approval.

Ms. Hilderley thanked Ms. Lynch for her presentation.  |
| DECLARATION – CONFLICT OF INTEREST  | No one declared a conflict of interest.  |
| ADOPTION OF AGENDA | **MOVED** by Ms. Westcar to adopt the agenda as circulated, seconded by Ms. Wolfe. **CARRIED.** |
| HUDDLE | **Therapy Services:**Mr. Andreola presented on Therapy Services and highlighted the following:* **Overview of Service Areas**:
	+ Acute Medicine/Surgical/CCU
	+ Complex Continuing Care
	+ Inpatient Rehab
	+ Outpatient Physiotherapy and Occupational Therapy
	+ Pre-School Speech and Language
	+ Intensive Rehabilitation Outpatient Program (IROP)
	+ Woodstock Rehab Clinic
* **Overall Staff for Therapy Services**:
	+ 1 Director
	+ 1 Manager, Woodstock Rehab Clinic
	+ 2 Functional Recovery Coordinators
	+ 1 Clinical Specialist
	+ 2 Therapy Secretaries
	+ 4 Woodstock Rehab Clinic Clerks
	+ 16 Full Time and 13 Part Time Physiotherapists
	+ 10 Full Time and 4 Part Time Occupational Therapists
	+ 5 Full Time and 3 Part Time Speech Language Pathologists
	+ 5 Full Time and 2 Part Time Kinesiologists
	+ 2 Full Time Recreation Therapists
	+ 8 Full Time and 12 Part Time Occupational Therapy and Physiotherapy Assistants
	+ 3 Full Time Communicative Disorder Assistants
* **Acute Medicine/Surgical/CCU**:
	+ **Physiotherapy/Occupational Therapy Referrals for:**
		- Mobility
		- Cognition
		- Activities of Daily Living
		- Strength and ROM
		- Discharge Planning
		- Community Resources/Services
	+ **Speech Language Pathology Referrals for:**
		- Assessment and treatment of individuals with difficulties in swallowing, speech and language.
		- Work closely with Dietician
		- In 2023/24 there 4,107 assessments and 15,210 patient attendances.
* **Continuing Complex Care:**
	+ **Referrals for:**
		- Continue with acute inpatient goal achievement with clients.
		- Recreation Therapy involvement incorporates meaningful recreation and leisure education, counselling and experiences to promote, restore, rehabilitate and/or maintain quality of life and well-being
		- In 2023/24 there were 450 assessments and 6,766 patient attendances.
* **Inpatient Rehab:**
	+ Continuation of acute inpatient and/or complex care goal achievement with clients.
	+ High intensity rehabilitation (i.e. stroke clients).
	+ Accountable to Ministry with reported performance metrics.
	+ In 2023/24 there were 925 assessments and 11,805 patient attendances.
* **Outpatient Physiotherapy and Occupational Therapy:**
	+ OHIP, Community Physiotherapy Clinic and Bundled Care funded services.
	+ Focus on post-operative/post-immobilization orthopaedic and musculoskeletal conditions (i.e. total joint replacements, sports medicine, elbow, wrist, hand and tendon injury, etc.)
	+ In 2023/24 there were 1,562 assessments and 7,592 patient attendances.
* **Pre-School Speech and Language:**
	+ TykeTalk provider under agreement with Thames Valley Children’s Centre.
	+ Assessment and treatment of children 0-4 years of age that present with speech, language, social communication and/or feeding concerns.
	+ In 2023/24 there were 365 assessments and 4,879 patient attendances.
* **Intensive Rehabilitation Outpatient Program (IROP):**
	+ Services for clients requiring ongoing rehab from two or more health disciplines (i.e. physiotherapy, occupational therapy, speech and language, recreation therapy).
	+ Specialty Programming – Pulmonary Rehab (Chronic Obstructive Pulmonary Disease/Interstitial Lung Disease), Brain Ex90 (mild traumatic brain injuries).
	+ In 2023/24 there were 299 assessments and 2,297 patient attendances.
* **Woodstock Rehab Clinic:**
	+ Fee-for-service model.
	+ Motor vehicle accident insurance, WSIB, health insurance benefits, private pay, WH employees.
	+ Hold contract for WSIB specialized care services upper and lower extremity programs and occupational health hub.
	+ Partner with Trillium Health Partners for WSIB specialized care services neuro and neck and low back programs.
	+ Physical reactivation for WSIB First Responder Mental Health Program.
	+ In 2023/24 there were 544 assessments and 7,916 patient attendances.
* **Annual Budget** **– 2024/25:**
	+ Physiotherapy - $2,835,450
	+ Occupational Therapy - $1,183,100
	+ Recreation Therapy - $227,750
	+ Speech Language Pathology - $1,205,650
	+ Woodstock Rehab Clinic - $3,176,430; revenue as of September 30, 2024 - $2,092,120
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| PREVIOUS MINUTES – November 26, 2024 | **MOVED** by Mr. Mitchell, seconded by Ms. Soden to approve the previous minutes of November 26, 2024. **CARRIED.** |
| Finance Committee: | **CT & MRI Wait Times:**MRI and CT wait times were reviewed in comparison to our hospital peers. It was noted that WH is performing within the CT and MRI provincial targets in all areas except for priority 4 patients. We are also performing better than our peers in all areas. In response to a question, it was noted that the hospital does have the capacity to perform more CT and MRI procedures. Ms. Lavelle noted that the hospital did receive an increase in CT base funding this year for additional operating hours. We did not get any increase to our base funding for MRI hours and the Ministry has indicated that they will not be issuing incremental one-time funding this year. It was also noted that WH did cover for London when they were doing repairs to their MRI, which also affected our wait times. In response to a question, it was noted that there is no central referral for CT and MRI, however, patient can request to go wherever they want for these services. **Capital Equipment Update:**Ms. Westcar reviewed the status of the 2024/25 capital equipment and highlighted that there is $2,311,900 in unpurchased equipment, the biggest items being the RTLS system under I.T. and the Tim’s reno under Corporate.  |
| City Report  | On behalf of City Council, Ms. Lauder thanked the team responsible for submitting the HART Hub application. The approval is a step in the right direction for our city.  |
| County Report | No report  |
| Foundation Report | No report this month as the Foundation Board did not meet in January.  |
| Correspondence  | Nothing to report. |
| Adjournment  | The meeting adjourned to LPP on motion at 5:30 p.m. CARRIED.  |

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Ms. P. Hilderley, Chair Ms. L. Symons, Secretary