

WDMH Board of Directors
Tuesday, May 24th, 2022 at 5:00 p.m. via Zoom

Minutes

Present:	David Wattie, Eric Stevens, Michael Villeneuve, James Pitruniak, Nathalie Boudreau, Steve Densham, John Trickett, Bruce Millar, Peter Krajcovic, Renee Belhumeur
Regrets:	Michelle Perry, Jennifer Milburn, Holly Brown, Brenda Toonders
Guests:	Jean Wilmot, Shannon Horsburgh, Tyson Roffey, Bill Woods
Resource:	Amy Lafleche

No.	Item
1.0	<p>Call to Order J. Pitruniak called the meeting to order at 5:02 p.m.</p> <p>Tyson Roffey, Bill Woods, and Brenda Toonders were invited to attend the May Board of Directors meeting as observers and will be up for election as Directors of the Board at the AGM in June. The Board welcomed Tyson and Bill; Brenda sent her regrets.</p>
2.0	<p>Declaration of Conflict of Interest None declared.</p>
3.0	<p>Agenda Check-In Moved by B. Millar, seconded by S. Densham, that the 2022-05-24 Board of Directors agenda be approved as presented. All in favour.</p> <p style="text-align: right;"><u>Carried</u></p>
4.0	<p>Review of Minutes: Moved by D. Wattie, seconded by B. Millar, that the 2022-02-22 Board of Directors minutes be approved as presented. All in favour.</p> <p style="text-align: right;"><u>Carried</u></p> <p>J. Trickett inquired about what WDMH is doing to track staff perceptions on how workplace violence incidents are being resolved. N. Boudreau is reviewing the incident debriefing process.</p>
5.0	<p>Business Arising None.</p>
6.0	<p>A Patient Story Shannon Horsburgh, Clinical Manager, recounted a story of a patient who attended the Emergency Department with vaginal bleeding due to a possible miscarriage. In summary the Board learned:</p> <ul style="list-style-type: none"> Miscarriages and Dilation and Curettages (D&Cs) are common at WDMH, however the commonality of them has made staff desensitized to the emotional impact it has on patients. This patient felt her procedure was rushed and didn't know what to expect during or after surgery. WDMH did not recognize the need to allow the patient an emotional support person. Visitor restrictions were reviewed at departmental huddles, and emphasis was put on allowing visitors for compassionate reasons. It was also reiterated that it is ok for nurses to advocate for their patients.

	<ul style="list-style-type: none"> • WDMH did not take the time to provide information about prescribed medications and didn't recognize the need to provide reassurance to the patient. The Chief of the Emergency Department was made aware and reviewed the case with her colleagues. • Television is provided as a distraction in the Emergency Department waiting room, however no one monitors the content. The clerk in the ED, will now monitor. • After the patient had their procedure in the OR the manger followed up with the patient. The patient explained she was very thankful for having the opportunity to speak with the WDMH social worker, to help walk through the next plans in life. • WDMH now has the WDMH Social Worker business card available in the Emergency Department waiting room. • WDMH now notifies the social worker of all miscarriages for follow up telephone calls.
7.0	<p>Board Education - Epic Clinical Information System Jean Wilmot, Hospital Information System Project and Change Manager, Clinical Services, provided an educational presentation on WDMH's future Epic Clinical Information System. In summary the Board learned:</p> <ul style="list-style-type: none"> • WDMH currently uses the QuadraMed clinical information system. This system was never completely integrated, and some areas are still using paper charts. Paper charts will be eliminated once WDMH goes live with Epic. • Epic implementation will be very disruptive. J. Wilmot and team are doing a phenomenal job engaging and communicating with all staff. • WDMH, Deep River and District Memorial Hospital, and Kemptville District Hospital will be joining the Epic Atlas Alliance, which includes The Ottawa Hospital, The University of Ottawa Heart Institute, Hawkesbury and District General Hospital, Renfrew Victoria Hospital, and St. Francis Memorial Hospital. • The three sites joining Epic in November were surveyed to assess their level of Epic awareness; WDMH's level of Epic awareness was above all other sites. • All departments at WDMH will go-live with Epic at the same time. • When WDMH joins Epic, they will be onboarded to TOH's highly sophisticated cybersecurity system. • WDMH will be able to measure quality indicators, and costs savings through Epic reports. • The Board of Directors looks forward to seeing improvements in medication errors.
8.0	Board Reports
8.1	<p>Quality Committee Report The Quality Committee received educational presentations from Complex Continuing Care and Employee Health Services.</p> <p>Most hospital quality indicators are trending in the right direction. To note: the 50th percentile time from decision to admit to inpatient bed is currently above the 2021 annual target of 60 minutes due to the increased need for isolation rooms accompanied by high occupancy rates.</p> <p>WDMH is working with a group of university students to analyze the workplace violence data and look for opportunities and trends.</p> <p>C. Boland thanked D. Wattie for his continual willingness and ability to report on behalf of the Chair of the Quality Committee.</p>
8.2	Medical Advisory Committee Report

		<p>The minutes from the March, April and May Medical Advisory Committee meetings were received for information.</p> <p>Dr. Devin highlighted:</p> <ul style="list-style-type: none"> • Prescribing of Paxlovid, an oral medication to treat mild to moderate Covid-19, at WDMH has commenced. Kudos to Dr. Ali Elbeddini, manager of Pharmacy, and his team for an exemplary job at facilitating in-hospital prescriptions, and for stepping up to support our community pharmacies and primary care physicians. • Dr. Alex Scott has stepped in to cover as Infection Control Lead, while Dr. Maren Hamilton is on maternity leave. • WDMH has continued to expand its Laboratory test suite. As a result turn-around-times have reduced and in-house results are now compiled for urine drug testing and BNP screens for heart failure. Over time, more will be brought in-house. • The WDMH Rapid Access Clinic for internal medicine follow-up has been well received. • This summer WDMH will bring Pulmonary Function Testing completely in house, to help bring services close to home for our community. Currently the wait time for Pulmonary Function Testing in Ottawa is 4-6 months. • Physician human resources continue to be monitored, and areas of focus continue to include hospitalist and surgical assist coverage. WDMH has not had to curtail services due to physician shortages. • WDMH physician chiefs have been informally surveying their staff regarding burnout. To date the only tangible burnout effect WDMH is seeing is a decrease in flexibility and availability of physicians.
	8.3	<p>Professional Staff Appointment & Reappointments</p> <p><u>New Physician Recruitment Credentialed Staff Appointments:</u></p> <ul style="list-style-type: none"> • Dr. Annelise Miller, Term without Admitting Privileges, Department of Emergency Medicine • Dr. Simon Wells, Locum without Admitting Privileges, Department of Emergency Medicine • Dr. Bassem Migally, Term without Admitting Privileges, Department of Anesthesia • Dr. Camila Temple, Associate with Admitting Privileges, Department of Family Medicine • Dr. Katherine Cole, Regional Affiliate without Admitting Privileges, Department of Internal Medicine – Oncology <p>Moved by B. Millar, seconded by J. Trickett, that the above new physician recruitments be approved as presented. All in favour.</p> <p style="text-align: right;"><u>Carried</u></p> <p><u>2022-2023 Professional Staff Reappointments:</u> The 2022-2023 re-appointment recommendations were received for review and approval. Please find the re-appointment list of privileges for June 1, 2022 – May 31, 2023, attached.</p>

Moved by B. Millar, seconded by M. Villeneuve, that the professional staff re-appointments list of privileges, for re-appointment year June 1, 2022, to May 31, 2023, be approved as presented. All in favour.

Carried

Privileges to be Modified:

- Dr. Mark Bastianelli, FROM Associate with Admitting Privileges restricted to own patients within anticipated requirement for admission following surgical procedure, Department of Surgery TO Active with Admitting Privileges restricted to own patients with unanticipated requirement for admission following surgical procedure, Department of Surgery
- Dr. Marilyn Crabtree, FROM Term with Admitting Privileges, Department of Family Medicine with Cross Appointment in Obstetrics TO Term with Admitting Privileges, Department of Family Medicine
- Dr. Alexandra Scott, FROM Term with Admitting Privileges, Department of Family Medicine TO Associate with Admitting Privileges, Department of Family Medicine

Moved by B. Millar, seconded by E. Stevens, that the above professional staff modifications be approved as presented. All in favour.

Carried

Reappointment of Newly Credentialed Professional Staff:

- Dr. Annelise Miller, Term with Admitting Privileges, Department of Emergency Medicine
- Dr. Simon Wells, Locum without Admitting Privileges, Department of Emergency Medicine
- Dr. Bassem Migally, Term without Admitting Privileges, Department of Anesthesia
- Dr. Camila Temple, Associate with Admitting Privileges, Department of Family Medicine
- Dr. Katherine Cole, Regional Affiliate without Admitting Privileges, Department of Internal Medicine – Oncology

Moved by E. Stevens, seconded by R. Belhumeur, that the 2022-23 reappointment of the above new professional staff, that were motioned for initial Board approval on May 24th, 2022, be approved. All in favour.

Carried

Dr. Devin presented the list of privileges to conclude. The board acknowledged the following staff privileges to conclude May 31, 2022.

- Dr. Dan Auprix, Term without Admitting Privileges, Department of Surgery –Dentistry
- Dr. Mohammed Aziz, Term without Admitting Privileges, Department of Emergency Medicine
- Dr. Gabor Bacskai, Term without Admitting Privileges, Department of Emergency Medicine

		<ul style="list-style-type: none"> • Dr. Michael Ben Ezra, Associate without Admitting Privileges, Department of Anesthesia • Dr. Stephane Brassard, Active with Admitting Privileges, Department of Emergency Medicine with Cross Appointment in Family Medicine • Dr. Rajanjot Gill, Term without Admitting Privileges, Department of Internal Medicine – Rheumatology • Dr. Lara Gizzi, Term without Admitting Privileges, Department of Emergency Medicine • Dr. Sarah Halliday, Term without Admitting Privileges, Department of Internal Medicine – Psychiatry – Geriatrics • Dr. Hedyeh Javidnia, Term with Admitting privileges, restricted to own patients with unanticipated requirement for admission following surgical procedure, Department of Surgery – ENT • Dr. Nicolas Lacroix, Term without Admitting Privileges Department of Anesthesia • Dr. Heather Mount-Bastianelli, Regional Affiliate, Department of Internal Medicine – Oncology • Dr. Christine Nadeau, Term with Admitting Privileges, Department of Anesthesia with Cross Appointment in Family Medicine • Dr. John O'Connor, Term without Admitting Privileges, Department of Anesthesia • Dr. Sarah Paluck, Term without Admitting Privileges, Department of Surgery–Surgical Assist • Dr. Gregory Pukay, Term without Admitting Privileges, Department of Surgery – Surgical Assist • Dr. Lucille Robillard-McNulty, Regional Affiliate, Department of Internal Medicine – Oncology • Dr. Jitin Sekhri, Term with Admitting Privileges, Department of Family Medicine <p>The board acknowledged the following staff privileges to conclude June 30, 2022.</p> <ul style="list-style-type: none"> • Dr. Hoang Pham, Term with Admitting Privileges, Department of Internal Medicine – General
	8.4	<p>Medical Staff Organization Report</p> <p>WDMH has two neonatal resuscitation instructors who are developing a plan for external instruction to help generate a small revenue.</p> <p>Dr. Crabtree is working with the Upper Canada, Cornwall and Area, Ontario Health Team to engage community physicians.</p> <p>The ministry has lifted the freeze on the on-call physician payment system, and a new physician services agreement is underway.</p> <p>At the annual Medical Staff Organization meeting Dr. Mary Naciuk was re-elected president for the 2022-2023 year.</p>
9.0	Finance Report	
	9.1	<p>Audited Financial Statements to Mar 31/22</p> <p>Andrew Newman, and Carissa Leblanc from KPMG LLP attended the meeting to present the 2021-2022 audited financial statements.</p>

		<p>Audited Misstatements: Nurses Retention Program Estimate: Based on the current guidance from the province, eligible nurses employed as of March 31, 2022, are eligible for a \$2,500 payment with the second installment of \$2,500 payable in September 2022. The ministry will fully fund the amounts paid under this incentive. The hospital has currently recorded the amount as per the Ministry funding letter of \$284,082 which is the Ministry's estimate for the first payment, however under the public sector accounting standards, Ontario Hospital's should prepare their own estimate. WDMH has not yet completed its own estimate, as it has outstanding questions with the Ministry.</p> <p>WDMH has excess (deficiency) of revenue over expenses of \$960,738.</p> <p>All Covid-19 expenses continue to be tracked separately.</p> <p>WDMH has not accessed its long-term loan for Epic. The WDMH Foundation has made an offer to devote a percentage of donations towards Epic year-over-year. WDMH to present a formal request to the Foundation.</p> <p>KPMG Auditors noted:</p> <ul style="list-style-type: none"> • KPMG could run a benchmarking report to present to the WDMH Board of Directors after June 2022. • The auditors will look to the WDMH Board of directors to monitor the deficit and next year's budget. <p>WDMH has had staffing challenges but has not had to reduce services. WDMH has been able to staff, and therefore had to pay overtime and premiums. Other hospitals have been short staffed, and unable to fill positions and therefore closed services – this in turn saved many hospitals money. WDMH is proud to have been able to serve their community and keep all services open throughout the pandemic.</p> <p>Andrew Newman and Carissa Leblanc noted WDMH has been great to work with, very organized and cooperative.</p> <p>Moved by B. Millar, seconded by A. Blanchard, that the 2021-2022 audited financial statements be accepted for approval by the Corporate Members at the Annual General Meeting in June. All in favour.</p> <p style="text-align: right;"><u>Carried</u></p>
	9.2	<p>Risk Management Update The May 2022 Risk Management Program policy and presentation were received for information.</p> <p>The WDMH Risk Management Program is aimed to prevent injury or loss and promote a risk management culture that encourages everyone to be a risk manager.</p>
	9.3	<p>BPSAA Attestation of Compliance The 2021-2022 Broader Public Sector Accountability Agreement report that identifies:</p> <ul style="list-style-type: none"> • The hospital's use of consultants • The expense claim reports for each member of the Board, CEO, and each member of the hospital's Senior Management group

		<ul style="list-style-type: none"> • Compliance attestations <p>Moved by A. Blanchard, seconded by B. Millar, that the 2021-2022 BPSAA Compliance Report be approved and publicly posted on the hospital's website. All in favour.</p> <p style="text-align: right;"><u>Carried</u></p>
10.0	Report of the CEO	
	10.1	<p>Strategic Priorities Update</p> <p>The May 2022 Strategic Priorities Quarterly Report was received for information.</p> <p>The Ontario Hospital Association is working on a collective contract agreement for employee benefits. Preliminary data doesn't look like a strong business case for WDMH to join.</p> <p>The Eastern Ontario Regional Laboratory Association (EORLA) Board continues to make changes at the governance level; increased Board membership to 14 and added the inclusion of CFOs and Clinical Executives to the formally all CEO membership.</p> <p>WDMH continues to see fewer Covid-19 cases. The Covid-19 Assessment Centre is now only open 2 days per week; the Eastern Ontario Health Unit has requested the hospital continue to provide this service.</p> <p>WDMH is working on modifying its visitation policy. Screening and masking will continue for the foreseeable future.</p> <p>WDMH continues to experience a staffing challenge. Staff are exhausted and are less willing to cover shifts, and work overtime. WDMH has hired nine student nurses to work as Clinical Care Aides until they receive their full licence, after which they will be employed as nurses at WDMH.</p> <p>C. Boland assured the Board that this year's deficit is not a result of out-of-control spending, or poor management. The Ministry of Health acknowledged WDMH's need for \$2 million in assistance, however only provided \$1 million with no rationale; WDMH continues its discussions with the Ministry for more funding.</p> <p>WDMH is waiting for the municipality to complete the land severance, for the sale of land to Dundas Manor.</p>
11.0	<p>WDMH Foundation Report</p> <p>P. Krajcovic was happy to report that the Foundation continues to receive significant contributions from our generous community.</p> <p>This year the Foundation has already received over \$300,000 for disbursement to WDMH.</p> <p>The Foundation is hopeful for some in-person events in 2022.</p> <p>The Foundation's expense ratio has come down over the years, and this is a real positive.</p>	
12.0	<p>WDMH Auxiliary Report</p> <p>WDMH is hoping to reintroduce volunteers in the near future.</p>	

	<p>The Auxiliary has an appointed seat on the WDMH Board of Directors. The Auxiliary is discussing amongst themselves as to whether they would like to keep a seat on the Board. Their decision will be presented at the September Board of Directors meeting.</p>	
13.0	<p>Report of the RHI Board After 26 months Dundas Manor experienced a Covid-19 outbreak. The outbreak affected almost all residents and was the cause of three deaths.</p> <p>Dundas Manor continues to struggle to find registered staff, including RNs and RPNs. Dundas Manor has hired many nursing students to work over the summer as PSWs. These student nurses are mainly from St. Lawrence College and Ottawa University.</p> <p>It was recommended that WDMH foster good relationships with St. Lawrence College and Ottawa University by having representatives from the colleges present to the Board.</p>	
14.0	<p>Governance</p>	
	14.1	<p>Executive Committee Minutes The 2022-05-16 Executive Committee minutes were received for information.</p>
	14.2	<p>February Meeting Evaluation Results The February meeting evaluation results brought to light that Board members are interested in the following education topics:</p> <ul style="list-style-type: none"> • Cultural competency • Health and safety workplace violence • Cybersecurity (September 2022)
	14.3	<p>Annual Board Evaluation Distribution A. Lafleche to distribute the Annual Board Evaluation by email.</p>
	14.4	<p>Corporate Memberships In accordance with Article 2 of the Administrative Bylaws, those persons who make application for admission as a Corporate Member must meet the specified qualifications and be approved by a resolution of the board. A call for Corporate Memberships was placed in local newspapers and on the hospital's website for two consecutive weeks in March 2022. Board members received the list of Corporate Membership renewals and new applications prior to the meeting.</p> <p>Moved by M. Villeneuve, seconded by P. Krajcovic, that the 2022-2023 Corporate Memberships be approved as presented. All in favour.</p> <p style="text-align: right;"><u>Carried</u></p>
	14.5	<p>Slate of Directors for Re-Election</p> <ul style="list-style-type: none"> • James Pitruniak: 1-year term extension to serve an additional year as immediate past Chair of the Board • David Wattie: 3-year term to 2025 <p>Moved by B. Millar, seconded by S. Densham, that the above-mentioned Directors be recommended to the Corporate Members for re-election to the Board for the stated terms. All in favour.</p> <p style="text-align: right;"><u>Carried</u></p>

	14.6	Slate of New Directors <ul style="list-style-type: none"> • Brenda Toonders • Bill Woods • Tyson Roffey <p>Moved by B. Millar, seconded by R. Belhumeur, that the above applicants be elected to the Board of Directors at the Annual General Meeting. All in favour.</p> <p style="text-align: right;"><u>Carried</u></p>
15.0		Communications & PR Considerations <ul style="list-style-type: none"> • Epic go-live is scheduled for November 5th. Hats-off to WDMH for all of it's hard work, working towards implementation. • Thank you to John Trickett, Holly Brown, and Mike Villeneuve for their years of invaluable service to the WDM Board of Directors.
16.0		In-Camera Session <p>At 7:38 p.m., it was moved by J. Pitruniak, that the Board of Directors move to an in-camera session.</p> <p>At 8:13 p.m., the Board of Directors rose from the in-camera session and reported on actions taken:</p> <ul style="list-style-type: none"> • CEO Evaluation
17.0		Next Meeting <ul style="list-style-type: none"> • Annual General Meeting Tuesday, June 28 @ 6:00 p.m. • Special Meeting of the Board Tuesday, June 28, 2022, following the AGM
18.0		Adjournment <p>J. Pitruniak called the meeting to a close at 8:15 p.m.</p>