

WDMH Board of Directors Minutes

September 27, 2022 @ 5:00 p.m.

St. Clare's Church, Winchester

Present	Bruce Millar, Cholly Boland, Michelle Blouin, Nathalie Boudreau, Annik Blanchard, Louise Arsenault, Jennifer Milburn, Steve Densham, Bill Woods, Eric Stevens, Brenda Toonders, Dr. Brian Devin, Tyson Roffey
Regrets:	Renee Belhumeur, James Pitruniak, David Wattie, Michelle Perry
Guests:	Shannon Horsburgh
Resource:	Amy Lafleche

No.	Item
1.0	Call to Order B. Millar called the meeting to order at 5:03 p.m. Round table introductions occurred.
2.0	Declaration of Conflict of Interest None.
3.0	Agenda Check-In The September 27, 2022, WDMH Board of Directors agenda was approved by consensus.
4.0	Review of Minutes: Moved by A. Blanchard, seconded by E. Stevens, that the June 28, 2022, Board of Directors minutes be approved as presented. <div style="text-align: right;"><u>Carried</u></div>
5.0	Business Arising None.
6.0	A Patient Story S. Horsburgh, clinical manager, presented the story of a patient who was brought to the WDMH Emergency, along with their brother and sister-in-law, after neighbours were concerned for their well-being. In summary the Board learned: <ul style="list-style-type: none"> Hospitals are often the first stop for emergency services when members of the community require support services. Staff are required to respect patient choices, even if they don't agree with them. Acute infections can cause confusion. The WDMH Social Worker is a valuable team member and can assist with many things, such as transitioning to long-term care, finding family supports, and managing financing. The WDMH Social Worker has created a folder for staff in the Emergency Department to reference for emergency support services.
7.0	Deep Dive Discussion: Cybersecurity The Board requested Cybersecurity be added as a standing item on the agenda. M. Blouin and C. Boland presented a WDMH cybersecurity update. Their presentation was received for information. The Board had an in-depth discussion on cybersecurity at Winchester District Memorial Hospital.

	<p>M. Blouin provided a review of the role of the Board of Directors during a cyber attack and provided a recap of WDMH's cybersecurity incident on July 28th, 2022. The Board had the opportunity to hear about and discuss cyber vulnerabilities, recommendations, and WDMH's next steps towards enhancing its cybersecurity.</p>	
8.0	Board Reports	
	8.1	<p>Quality Committee Report The September 2022 Quality Committee Reports were received for information. J. Milburn noted that indicators were affected by the recent cybersecurity incident.</p> <p>Epic will have an impact on quality indicators. Go-live will create a slow-down in services while staff adjust to the new system. Over time it is expected that Epic will positively impact some indicators (i.e., notification of sepsis at ED triage) as patient flags and pop-ups will be built into the electronic health record.</p>
	8.2	<p>Senior Friendly Hospital Plan The Quality Committee of the Board recommends that the WDMH Board of Directors review and approve the 2022-2023 Senior Friendly Hospital Plan.</p> <p>Moved by T. Roffey, seconded by S. Densham, that the 2022-2023 Senior Friendly Hospital Plan be approved as presented. All in favour.</p> <p style="text-align: right;"><u>Carried</u></p>
	8.3	<p>Medical Advisory Committee Report The Medical Advisory Committee Report was received for information.</p> <p>WDMH's launch of Epic is top priority for Chiefs and Physician Leads. Physician training has commenced and will continue into November.</p> <p>Professional staff were impacted by the cyberattack, unable to access their email while repairs to the network occurred. Most accounts have now been repaired and reactivated, but the attack had a significant impact on communication.</p> <p>As of September 12, 2022, there were 62 charts with deficiencies greater than 21 days. The rise in chart deficiencies is directly related to communication disruptions caused by the cybersecurity incident. These deficiencies cause no risk to patients.</p>
	8.4	<p>Professional Staff Appointments</p> <p><u>New Physician Recruitment:</u></p> <ul style="list-style-type: none"> • Dr. Shelby Allison, Locum with Admitting Privileges, Department of Family Medicine with Temporary Cross Appointment in Emergency Medicine for completion of ED Mentorship Program. • Dr. Aleena Fiorotto, Term with Admitting Privileges, Department of Family Medicine. • Dr. Leigh Nickerson, Locum without Admitting Privileges, Department of Anesthesia. • Dr. Suzanne Rutherford, Term with Admitting Privileges, Department of Family Medicine.

	<ul style="list-style-type: none"> • Dr. Achraf Zakaria, Temporary with Admitting Privileges, Department of Family Medicine. • Dr. Dyan Flores, Term without Admitting Privileges, Department of Medical Imaging. • Dr. Jennifer Hughes-Large, Term with Admitting Privileges, Department of Family Medicine with Cross Appointment in Obstetrics. • Ms. Nasly Perez, Locum Midwife with Admitting Privileges, Department of Obstetrics – Midwifery. • Dr. Steven Gravelle, Locum (6 month) without Admitting Privileges, Department of Emergency Medicine. • Dr. Bradley Godwin, Term without Admitting Privileges, Department of Internal Medicine – Geriatrics. • Dr. Tanvir Minhas, Term with Admitting Privileges, Department of Family Medicine with Temporary Cross Appointment in Emergency Medicine for completion of ED Mentorship Program. • Dr. Jacqueline Morkos, Term with Admitting Privileges, Department of Family Medicine. <p>Moved by E. Stevens, seconded by B. Millar, that the above new physician appointments be approved as presented. All in favour.</p> <p style="text-align: right;"><u>Carried</u></p> <p><u>WDMH Professional Staff Modifications</u></p> <ul style="list-style-type: none"> • Dr. Ciara MacRory FROM Term with Admitting Privileges, Department of Emergency Medicine TO Term with Admitting Privileges, Department of Family Medicine with Cross Appointment in Emergency Medicine. • Dr. Adam Jones-Delcorde FROM Associate with Admitting Privileges, Department of Emergency Medicine with Cross Appointment in Family Medicine TO Active with Admitting Privileges, Department of Emergency Medicine with Cross Appointment in Family Medicine. • Dr. Matthew McNevin FROM Associate without Admitting Privileges, Department of Anesthesia TO Active without Admitting Privileges, Department of Anesthesia. • Dr. Christopher Mykytyshyn FROM Associate with Admitting Privileges, Department of Family Medicine with Cross Appointment in Emergency Medicine TO Active with Admitting Privileges, Department of Family Medicine with Cross Appointment in Emergency Medicine. <p>Moved by B. Woods, seconded by B. Toonders, that the above professional staff modifications be approved as presented. All in favour.</p> <p style="text-align: right;"><u>Carried</u></p>
9.0	Finance Report
9.1	<p>First Quarter Financials</p> <p>The hospital's financial results for the period ending June 30th, 2022, show a deficit from hospital operations of \$465,370, which is unfavourable by \$362,584 from the approved budget.</p> <p>The unbudgeted pressures that contribute to our net variance are:</p> <ul style="list-style-type: none"> • Supply chain issues, and increased inflation • Overtime/double time costs due to staffing shortages and Covid-19

		<ul style="list-style-type: none"> • Drug and medical gas cost increases • Incurring interest costs <p>Based on the information provided, there is a high risk that the hospital will have another yearend deficit if no additional funding is received, or the above pressures do not resolve during the fiscal year.</p> <p>WDMH continues discussions with Ontario Health regarding ongoing operating pressures and has requested a base funding adjustment of \$1million. Ontario Health is advocating on behalf of eight hospitals for base funding increases.</p> <p>Ontario Health is utilizing emergency funds to allocate \$350,000 to WDMH. This money will be applied directly to this year's deficit.</p> <p>Ontario hospitals are not legally allowed to run a deficit, however WDMH signed a Ministry waiver, allowing last year's deficit and ongoing discussions with the Ministry ensure there are no surprises at yearend.</p>
10.0	Report of the CEO	
	10.1	<p>Strategic Priorities Update</p> <p>The September 2022 Strategic Priorities Update was received for information.</p> <p>WDMH is no longer actively screening visitors and staff.</p> <p>Staff are encouraged to get the latest Covid-19 vaccine. WDMH plans to hold a flu shot clinic, where it will also offer the latest Covid-19 booster.</p> <p>The WDMH Recreation Committee hosted two ice cream sundae giveaways last week to help boost staff morale; they were well received.</p>
	10.2	<p>Staffing</p> <p>The global nursing shortage has significantly impacted WDMH over the past year.</p> <p>WDMH has initiated a Recruitment and Retention Committee to review opportunities, provide incentives, and review the implementation of a referral program.</p> <ul style="list-style-type: none"> • WDMH's nursing turnover rate has significantly improved in Q2 to 11%, which is the lowest it has been since the start of the pandemic. • WDMH's recruitment has decreased in Q2 to 8% which coincides with the low vacancy rates in Q1 of 15%. • WDMH's vacancy rate in Q2 was 30% (27 positions). It is expected that recruitment will increase in Q3, related to the large vacancy in Q2. • WDMH has seen a decrease in its over 50 nursing demographics. <p>WDMH has noticed staff are less willing to work overtime. This is perceived as a cultural shift related to staff protecting themselves from burnout.</p> <ul style="list-style-type: none"> • Staffing shortages are mildly impacting our medical surgical unit. • The WDMH Emergency Department has the most stable staffing compliment; WDMH does not foresee a closure.

		<ul style="list-style-type: none"> Staffing shortages are significantly impacting our Obstetrical Unit. Since the start of 2022 WDMH has had to close its Obstetrical Unit 33 times. <p>Obstetrics is a niche nursing specialty that requires 2-3 months of training. WDMH has recently hired eight new staff, six of whom are currently in training. There are currently 2 temporary part-time and 2 temporary full-time positions available, three of these positions will be filled in January when staff return from leave. The short-term focus is to fill vacant shifts and keep the unit open at all costs to ensure WDMH can continue to provide this service to the community.</p> <p>WDMH has reviewed using cross-trained nurses, however if the cross-trained nurses do not have many shifts in a month on the Obstetrical Units their skills diminish.</p> <p>WDMH has not made formal announcements when the Obstetrical Unit is closed, as to not cause confusion to the public.</p> <p>Dr. Moussette sent a letter to B. Millar expressing concerns over the interruption of Obstetrical services at WDMH. Upon receipt, B. Millar contacted C. Boland to let him know that he had received the email and that he acknowledged receipt to Dr. Moussette. B. Millar informed the Board that as this was an operational matter, he did not think it appropriate for him, nor the Board, to engage any further.</p> <p>WDMH is working hard to fill vacant positions. The Staffing Office sends out all vacant shifts to all part-time staff as soon as they are aware of openings, the goal is to have shifts picked up faster, and before staff receive requests from other organizations.</p> <p>The government has a policy that allows the largest 51 hospitals in the province to hire foreign trained nurses; WDMH is not within the category.</p>
11.0	WDMH Foundation Report The September WDMH Foundation Report was received for information. Revenue is down slightly due to ongoing Covid-19 restrictions and cost of living increases. The Foundation continues to be financially stable.	
12.0	WDMH Auxiliary Report The September WDMH Auxiliary Report was received for information. The Auxiliary is looking for volunteers to help keep their Gift Shoppe open. The Board suggested contacting local high schools for volunteers.	
13.0	Report of the RHI Board Dundas Manor is currently experiencing a Covid-19 outbreak. Staffing continues to be a struggle, particularly with the recruitment of registered staff. The Dundas Manor Redevelopment project costs continue to rise due to inflation. Fundraising for the project is going great, \$10.5million has been raised to date.	
14.0	Governance	
	14.1	Executive Committee Minutes The September 2022 Executive Committee minutes were received for information.

	<p>14.2 Annual Board Evaluation Results</p> <p>The 2021-2022 Annual Board Evaluation results were reviewed, no issues were reported.</p> <p>The Ontario Hospital Association has released a new Board evaluation tool. B. Millar and A. Lafleche to distribute in mid-October. 100% member completion is required. A 6-month evaluation/review will also be completed.</p>
15.0	<p>Communications & PR Considerations</p> <ul style="list-style-type: none"> • WDMH continues to keep Cybersecurity a top priority. • The Obstetrical Unit has been hit hardest by the current nursing shortage. • WDMH continues to be proactive with staffing and scheduling. • The Auxiliary is actively seeking volunteers.
16.0	<p>Next Meeting</p> <p>November 22, 2022 @ 5:00 p.m. via Teams</p>
17.0	<p>Adjournment</p> <p>B. Millar called the meeting to a close at 6:58 p.m.</p>