



WDMH Board of Directors
Tuesday, February 27, 2024 @ 5:00 p.m.
Microsoft Teams

Present:	Cholly Boland, Bruce Millar, Jennifer Milburn, Eric Stevens, Trisha Elliot, David Wattie, Tamara Williams, Steve Densham, Annik Blanchard, Janie Desroches, Tyson Roffey, Andrea Jewell, Louise Arsenault, Dr. Brian Devin, Michelle Perry, Brenda Toonders
Guests:	Michael Paglia, Matthew Anderson, Wilfred Cheung
Regrets:	Michelle Blouin, Dr. Mary Naciuk
Resource:	Amy Lafleche

No.	Item
1.0	Call to Order B. Millar called the meeting to order at 5:00 p.m.
2.0	Declaration of Conflict of Interest None.
3.0	Agenda Check-In The February 27, 2024, Board of Directors agenda was approved by consensus.
4.0	Review of Minutes: Moved by J. Milburn, seconded by T. Williams that the November 2023, January 2024, and collection of electronic votes be approved as presented. All in favour. <u>Carried</u>
5.0	Business Arising None.
6.0	Patient Story Michael Paglia, Clinical Manager, presented the story of a patient who requested no anesthetic during a routine procedure at WDMH, yet received a small amount of relaxin despite their request. Overall WDMH learned that the patient's procedure occurred without complications, however it is important to listen to, consider, and document patient wishes.
7.0	EORLA Membership Agreement C. Boland presented a summary of the changes in the new EORLA Membership Agreements. The summary of changes was also distributed in advance of the meeting. Moved by T. Roffey, seconded by S. Densham, that the WDMH Board of Directors approve the EORLA 10-Year Members and Service Agreements starting April 1, 2024. All in favour. <u>Carried</u>
8.0	Board Reports
8.1	Quality Committee Report The February 2024 Quality Committee Report was received for information. J. Milburn summarized the report and noted the committee had detailed conversations surrounding the 2023-2024 and 2024-2025 Patient Care Improvement Plans.

	8.2	<p>2024-2025 Patient Care Improvement Plan The 2024-2025 Patient Care Improvement Plan was recommended to the Board of Directors for approval by the Quality Committee.</p> <p>Moved by A. Jewell, seconded by S. Densham, that the 2024-2025 Patient Care Improvement 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 A Pay for Results (P4R) project aimed at reducing wait times in the Emergency Department and the CT booking backlog has commenced. This is a ministry funded initiative and includes additional physician hours, nursing hours, and CT hours.</p> <p>Physician staffing remains stable and WDMH is working on recruiting three Ophthalmologists, a Dermatologist, and Rheumatologist.</p> <p>Recruitment for a Chief of Obstetrics and a Chief of Surgery is ongoing.</p> <p>Dr. Devin continues to review chart deficiencies. 80% of current deficiencies are a result of two physicians. The next step in the review process will be to limit the privileges of the responsible physicians until deficiencies are cleared.</p>
	8.4	<p>Professional Staff Appointments</p> <p><u>Credentialed Staff Appointments for Approval</u> Moved by T. Roffey, seconded by B. Toonders, that the following credentialed staff appointments be approved as presented. All in favour.</p> <p style="text-align: right;"><u>Carried</u></p> <ul style="list-style-type: none"> • Dr. Veronique Gallant – Term with Admitting Privileges, Department of Family Medicine with Cross Appointment in Obstetrics. • Dr. Ellias Horner - Term with Admitting Privileges, Department of Family Medicine. • Dr. Francis LeBrun - Term with Admitting Privileges, Department of Family Medicine with Temporary Cross Appointment in Emergency Medicine for ED Mentorship Program. • Dr. Margaret Lianeri - Term with Admitting Privileges, Department of Family Medicine. • Dr. Hatem Mawi – Locum without Admitting privileges, Department of Medical Imaging. • Dr. Lia McCarthy - Term without Admitting Privileges, Department of Surgery – Surgical Assistant. • Dr. Paula Patino - Temporary without Admitting Privileges, Department of Medical Imaging. • Dr. Danielle Robinson - Term with Admitting Privileges, Department of Family Medicine with Cross Appointment in Obstetrics. • Dr. Lovelyn Ubangha - Term with Admitting Privileges, Department of Family Medicine. • Dr. Marissa Ukos - Term with Admitting Privileges, Department of Family Medicine. • Dr. Ana Alicia Beltran-Bless - Regional Affiliate without Admitting Privileges, Department of Internal Medicine – Oncology. • Dr. Sean Higgins - Term with Admitting Privileges, Department of Family Medicine with Temporary Cross Appointment in Emergency Medicine for ED Mentorship Program. • Dr. Samantha Lanciault – Term without Admitting Privileges, Department of Surgery – Surgical Assistant.

		<ul style="list-style-type: none"> • Dr. Carmichael Mabilangan – Locum without Admitting Privileges, Department of Anesthesia. <p><u>Changes to Credentialed Staff Privileges for Approval:</u> Moved by E. Stevens, seconded by T. Williams, that the following changes to credentialed staff privileges be approved as presented. All in favour.</p> <p style="text-align: right;"><u>Carried</u></p> <ul style="list-style-type: none"> • Dr Paulo Puac Polanco <i>From:</i> Temporary without Admitting Privileges, Department of Medical Imaging <i>To:</i> Term without Admitting Privileges, Department of Medical Imaging • Dr Alexandra Scott <i>From:</i> Associate with Admitting Privileges, Department of Family Medicine <i>To:</i> Active with Admitting Privileges, Department of Family Medicine • Dr Camila Temple-Vidal <i>From:</i> Associate with Admitting Privileges, Department of Family Medicine <i>To:</i> Active with Admitting Privileges, Department of Family Medicine • Dr Kelly Harper <i>From:</i> Temporary without Admitting Privileges, Department of Medical Imaging <i>To:</i> Term without Admitting Privileges, Department of Medical Imaging
	8.5	<p>Medical Staff Organization Report</p> <ul style="list-style-type: none"> • Pay for Results funding is providing more CT coverage and is helping better serve our community. • The physician reappointment process is underway. • Recruitment for a new Medical Staff President is underway.
9.0	Finance Report	
	9.1	<p>Financial Statements</p> <p>The hospital's financial results for the period ending December 31, 2023, show a deficit from hospital operations of \$3 million, unfavourable by \$1.3 million to the approved budget.</p> <p>Factors contributing to the variance are overtime costs, salary costs directly related to Bill 124, and interest costs related to carrying the deficit.</p> <p>The government has announced Bill 124 and labour awards, and WDMH will receive \$2.3 million. This is a one-time funding opportunity, and some has already been accrued. The one-time provincial average return is 85%, WDMH has received 79%; this additional 6% is being pursued.</p>
	9.2	<p>Operating Plan</p> <p>The Board expressed trepidation moving forward approving a deficit budget and chose to defer the motion to a Special Meeting of the Board.</p>
	9.3	<p>Capital Plan</p> <p>Moved by B. Toonders, seconded by A. Jewell, that the 2025-2026 WDMH Capital Plan be approved as presented. All in favour.</p> <p style="text-align: right;"><u>Carried</u></p>

10.0	<p>Board Education: Ontario Health Update</p> <p>Ontario Health CEO Matthew Anderson and Interim Chief Regional Officer (Toronto and East) Wilfred Cheung attended the board meeting to speak about Ontario Health and what's ahead for the provincial health care system. In summary the Board learned:</p> <ul style="list-style-type: none"> • Ontario Health's mandate is to better coordinate and connect Ontario's health care system, to make it more efficient and support the delivery of the best possible patient-centred care. • Ontario Health works as a health system coordinator by implementing government health system priorities, advising the government on system design, and facilitating funding. • Ontario Health has 6 regions North West, North East, East, Central, Toronto, and West. • Your Health Plan: A Plan for Connected and Convenient Care has three pillars: <ol style="list-style-type: none"> 1) The right care in the right place. 2) Faster access to care. 3) Hiring more health care workers. • WDMH's move to join the EPIC Atlas Alliance was the right decision. Ontario is looking towards expanding on instances such as the Atlas Alliance. • The 2023-2024 fiscal year was abnormal, and there has been a lot of reliance on "one-time funding" from many Ontario hospitals. It is expected that most hospitals will be approving a deficit budget for 2024-2025. • The province will announce its budget by the end of March 2024, after which hospital allocations will be discussed. • Ontario Health is working in partnership with the Ontario Hospital Association and the Ministry of Health for a more reliable funding model.
11.0	<p>Report of the CEO</p>
	<p>11.1 Strategic Priorities Update</p> <p>WDMH is almost completely staffed, with only temporary and casual vacancies. The hospital will be hosting a job fair in late April.</p> <p>Covid-19 continues to trend downwards.</p> <p>The ministry announced there will be no funding for MRIs for the upcoming fiscal year. WDMH is therefore not expecting MRI approval soon.</p> <p>WDMH is in the process of joining the regional cybersecurity network.</p> <p>WDMH is seeking the assistance of other hospitals on a solution to read archived health records data from QCPR.</p>
	<p>11.2 2019-2024 Strategic Plan</p> <p>The 2019-2024 Strategic Plan is due to expire this year, however much of the plan was derailed by the pandemic. WDMH seeks to expand the strategic plan to expire in 2026.</p> <p>Moved by T. Roffey, seconded by M. Perry, that the 2019-2024 Strategic Plan be extended to expire in 2026, with preliminary discussions to developing a new plan beginning in 2025. All in favour.</p> <p style="text-align: right;"><u>Carried</u></p>
12.0	<p>WDMH Foundation Report</p> <p>B. Millar introduced T. Elliot as the new Chair of the WDMH Foundation.</p>

	<p>The Foundation continues to be in a good financial position, with a cash reserve of approximately \$7 million.</p> <p>The Foundation has an excellent expense ratio of 13%.</p>	
13.0	<p>WDMH Auxiliary Report</p> <p>The Gift Shoppe will be closed March 27-29 for inventory and will re-open after Easter on April 2nd. The annual plant sale is scheduled for May 3rd in the main lobby.</p>	
14.0	<p>Report of the RHI Board</p> <p>Dundas Manor is almost fully staffed and has made its way through three outbreaks (Covid-19, respiratory and enteric).</p> <p>The new building project is well underway. Contractors have cleared brush, screened topsoil, and have started building the roadway.</p>	
15.0	Governance	
	15.1	<p>Executive Committee Minutes</p> <p>The February Executive Committee minutes were received for information.</p>
16.0	<p>Communications & PR Considerations</p> <ul style="list-style-type: none"> WDMH is projecting a deficit for 2024-2025. A Special Board of Directors meeting will be called to further review the budget, and further consider its approval. 	
17.0	<p>Next Meeting:</p> <p>Tuesday, May 28, 2024 @ 5:00, location TBD</p>	
18.0	<p>Adjournment</p> <p>B. Millar called the meeting to a close at 7:55 p.m.</p>	