

**WDMH Board of Directors**  
Tuesday, May 28, 2024 @ 5:00 p.m.  
Microsoft Teams

<b>Present:</b>	Cholly Boland, Bruce Millar, Jennifer Milburn, Eric Stevens, Trisha Elliot, David Wattie, Tamara Williams, Annik Blanchard, Michelle Blouin, Tyson Roffey, Andrea Jewell, Louise Arsenault, Dr. Brian Devin, Brenda Toonders
<b>Guests:</b>	Sam Hutchingame, Andrew Newman, Isra Sabunju
<b>Regrets:</b>	Janie Desroches, Steven Densham, Michelle Perry, Dr. Geoffrey Peters, Bill Woods
<b>Resource:</b>	Lori-Anne Van Moorsel

No.	Item
<b>1.0</b>	<b>Call to Order</b> B. Millar called the meeting to order at 5:05 p.m.
<b>2.0</b>	<b>Declaration of Conflict of Interest</b> None.
<b>3.0</b>	<b>Agenda Check-In</b> The May 28, 2024, Board of Directors agenda was approved by consensus with addition of item 10.4 – Accountability.
<b>4.0</b>	<b>Review of Minutes:</b> <b>Moved by D. Wattie, seconded by T. Roffey that the February 27, 2024 and electronic vote of the 2024-25 budget be approved as presented. All in favour.</b> <p style="text-align: right;"><b><u>Carried</u></b></p> <p>E. Stevens queried the status of publicly posting the minutes on the WDMH website. It was noted that this was an oversight and will be rectified.</p>
<b>5.0</b>	<b>Business Arising</b> None.
<b>6.0</b>	<b>Patient Story</b> Sam Hutchingame, Corporate Manager, presented the advancements made in food services. Previously, the food services department would receive print outs of all patient medications and allergies. The allergy area would list both food and drug related allergies. This created confusion when multiple items were listed causing some allergies to be missed. The new software, Meal Suite, is an automated meal preparation tool which eliminates errors such as these. Patients are able to provide feedback and the system learns their likes and dislikes etc. Preferences are carried over from one hospital stay to the next. Patient and staff satisfaction has increased as a result of this new tool.
<b>7.0</b>	<b>Board Education</b> <b>Great River Ontario Health Team Update</b> B. Toonders presented about the Great River Ontario Health Team (GROHT). The GROHT is currently made of approximately 40 agencies including hospitals, primary care providers, home care community support care, mental health and addictions, long term care, social services and more and it continues to grow. The GROHT is reevaluating how patient care is delivered so to be more connected to patients in their communities. Their goals are to improve patient outcomes, patient / family

	<p>experiences, values of care and health equity. Using population health data, they determined these goals could be achieved by focusing on 5 priorities:</p> <ol style="list-style-type: none"> <li>1. Mental Health and Addictions and Substance Abuse</li> <li>2. Frail older adults and complex needs with focus on caregiver's support</li> <li>3. Building Capacity for Primary Care (unattached patients)</li> <li>4. Navigation Supports</li> <li>5. Integrated Diabetes Pathways</li> </ol> <p>The GROHT continues its work to improve healthcare in our region.</p>
<b>8.0</b>	<b>Board Reports</b>
<b>8.1</b>	<p><b>Quality Committee Report</b></p> <p>The May 2024 Quality Committee Report was received for information. J. Milburn summarized the report and noted the committee paid particular attention to workplace violence.</p>
<b>8.2</b>	<p><b>Medical Advisory Committee Report</b></p> <p>Pulmonary Function Testing is up and running at WDMH.</p> <p>Physician staffing remains stable in many departments however we continue to work on recruiting three Ophthalmologists. We are also searching for an Obstetrician/Gynecologist to replace Dr Roger Perron who is retiring his practice and Chief role. Dr Perron has agreed to remain Locum and help support on call coverage for the department until replacement is found. Recruitment for a Chief of Obstetrics &amp; Gynecology is ongoing. We thank Dr Perron for his service as Department Chief</p> <p>We have recruited a Rheumatologist who will be starting weekly clinics at WDMH in June.</p> <p>We thank Dr Malika Oberoi for her 2, three-year terms as Chief of Surgery. Drs Ronnie Borsuk and Ben Carrier have agreed to share the role of Interim Deputy Chief and Interim Chief of Surgery.</p> <p>Chart deficiencies have significantly improved and are down to 45 charts over 21 days. 39 of these are from one physician.</p> <p>WDMH fared well with placement of Family Medicine Residency Candidates. We will have 4 residents start in July who all ranked in WDMH's top ten applicants. WDMH had 200 applicants to our residency program.</p> <p>CT Wait times are improved however there are issues with the CT Scanner as it is end of life. WDMH is working on RFP process for replacement machine as well as a plan for downtime when it is acquired. The MRI project is currently still in approval phase at the ministry.</p>
<b>8.3</b>	<p><b>Professional Staff Appointments</b></p> <p><b>Moved by E. Stevens, seconded by D. Wattie that the following professional staff appointments be approved as presented. All in Favour.</b></p> <p style="text-align: right;"><b><u>Carried</u></b></p> <ul style="list-style-type: none"> <li>• Dr Nathan Chiarlitti, Term with Admitting Privileges, Department of Family Medicine with Temporary Cross Appointment in Emergency Medicine for ED Mentorship effective July 1, 2024</li> </ul>

- Dr Lisa Choi, Term without Admitting Privileges, Department of Surgery – Surgical Assist
- Dr Wassim Karkache, Term with Admitting Privileges, Department of Internal Medicine – Rheumatology
- Dr Shannon Meilleur, Term without Admitting Privileges, Department of Internal Medicine – Rheumatology
- Dr Hatef Mottaghi, Term without Admitting Privileges, Department of Surgery – Surgical Assistant
- Dr Ellen Wong, Term without Admitting Privileges, Department of Surgery – Surgical Assistant

**Changes to Credentialed Staff Privileges for Approval:**

**Moved by J. Milburn, seconded by D. Wattie that the following changes to professional staff appointments be approved as presented. All in Favour.**

**Carried**

- Dr Paula Patino  
From: Temporary without Admitting Privileges, Department of Medical Imaging  
To: Term without Admitting Privileges, Department of Medical Imaging

**Reinstatement for Approval:**

**Moved by B. Toonders, seconded by A. Jewell that the following be reinstated to the professional staff as presented. All in Favour.**

**Carried**

- Dr Andrew Scott-Moncrieff, Locum without Admitting Privileges, Department of Medical Imaging

**Professional Staff Re-Appointments**

**Moved by Dr. B. Devin that the board acknowledge the following staff privileges to conclude May 31, 2024. All in favour.**

**Carried**

- Dr Noor Amily, Term without Admitting Privileges, Department of Obstetrics & Gynecology for reading of Ultrasound
- Dr Richard Aviv, Term without Admitting Privileges, Department of Medical Imaging
- Dr James Blakslee, Term with Admitting Privileges, Department of Surgery – General
- Dr George Carlin, Term without Admitting Privileges, Department of Surgery - Dental
- Dr Katherine Cole, Regional Affiliate without Admitting Privileges, Department of Internal Medicine – Oncology
- Dr Joel Cox, Term with Admitting Privileges, Department of Family Medicine
- Dr Julie Ingratta, Temporary without Admitting Privileges, Department of Emergency Medicine *until June 30, 2024*
- Dr Rupinder Johal, Term without Admitting Privileges, Surgery – Surgical Assist
- Dr Pascale King, Temporary without Admitting Privileges, Department of Emergency Medicine *until June 30, 2024*
- Dr Pamela Lai, Term with Admitting Privileges, Department of Family Medicine
- Dr Jessica MacLean, 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 Assist
- Dr Pasteur Rasuli, Term without Admitting Privileges Department of Medical Imaging
- Dr Tracy Ross, Term with Admitting Privileges, Department of Surgery – ENT

- Dr Steven Sanders, Temporary without Admitting Privileges, Department of Emergency Medicine ***until June 30, 2024***
- Dr Matthew Taylor, Term without Admitting Privileges, Department of Surgery – Surgical Assist
- Dr Darren Tse, Term without Admitting Privileges, Department of Surgery - ENT
- Dr Shanu Vaid, Temporary without Admitting Privileges, Department of Emergency Medicine ***until March 31, 2024 (expired)***
- Dr Rebecca Warmington, Term without Admitting Privileges, Department of Family Medicine with Cross Appointment in Obstetrics
- Dr Rachael Weagle, Term with Admitting Privileges, Department of Family Medicine
- Dr Michael Woo, Term with Admitting Privileges, Department of Emergency Medicine

**Moved by D. Wattie, seconded by A. Blanchard to approve 228 Professional Staff Re-appointments including newly appointed physicians and modifications, as distributed and listed above, effective June 1<sup>st</sup>, 2024. (Attachment) All in Favour.**

**Carried**

**Professional Staff Modifications to Privileges**

**Moved by A. Blanchard, seconded by T. Roffeey to approve the modifications to Professional Staff privileges, as distributed, effective June 1<sup>st</sup>, 2024. All in Favour.**

**Carried**

- Dr Megan Argue  
***from*** Term without Admitting Privileges, Department of Emergency Medicine  
***to*** Associate without Admitting Privileges, Department of Emergency Medicine
- Dr Sameer Apte  
***from*** Term with Admitting Privileges, Department of Surgery – General  
***to*** Locum with Admitting Privileges, Department of Surgery – General
- Dr Crystal Doyle,  
***from*** Active with Admitting Privileges, Department of Emergency Medicine  
***to*** Active without Admitting Privileges, Department of Emergency Medicine
- Dr Veronique Gallant  
***from*** Locum with Admitting Privileges, Department of Family Medicine with Cross Appointment in Obstetrics  
***to*** Term with Admitting Privileges, Department of Family Medicine with Cross Appointment in Obstetrics
- Dr Annelise Miller  
***from*** Locum without Admitting Privileges, Department of Emergency Medicine  
***to*** Term without Admitting Privileges, Department of Emergency Medicine
- Dr Kathleen O’Connell - **Effective July 1, 2024**  
***from*** Temporary without Admitting Privileges, Department of Emergency Medicine under clinical supervision of Dr Nicholas Schouela until June 30, 2024  
***to*** Term without Admitting Privileges, Department of Emergency Medicine
- Dr Ziad Ourahma,  
***from*** Active with Admitting Privileges, Department of Family Medicine  
***to*** Term with Admitting Privileges, Department of Family Medicine
- Dr Roger Perron – **Effective August 1, 2024**  
***from*** Active with Admitting Privileges, Department of Obstetrics with Cross Appointment in Surgery  
***to*** Locum with Admitting Privileges, Department of Obstetrics with Cross Appointment in Surgery
- Dr Omar Ramadan

		<p><i>from</i> Term without Admitting Privileges, Department of Surgery – Surgical Assist  <i>to</i> Associate without Admitting Privileges, Department of Surgery – Surgical Assist</p> <ul style="list-style-type: none"> <li>▪ Dr Jim Yang</li> </ul> <p><i>from</i> Locum without Admitting Privileges in Emergency Medicine  <i>to</i> Term without Admitting Privileges in Emergency Medicine</p>
	<b>8.4</b>	<p><b>Medical Staff Organization</b></p> <p>On behalf of Dr G. Peters, C. Boland reported that in May the Medical Staff held their AGM and there is a new president of Medical Staff Organization. Dr Geoffrey Peters, previously Vice President, is now the new President. Dr. Mary Naciuk is Vice President and Dr Michael Bensimon is new Treasure/Secretary. C. Boland also noted that there is extensive discussion and debate regarding CT hours at the Medical Staff meetings.</p>
<b>9.0</b>	<b>Finance Report</b>	
	<b>9.1</b>	<p><b>Audited Financial Statements</b></p> <p>Andrew Newman and Isra Sabunju were welcomed from KPMG LLP to present the 2023-2024 Audited Financial Statements. A. Newman noted that the hospital finance staff are always amenable to requests and a pleasure to work with through the audit process.</p> <p>The financial statements presented are in final stages of completion however the figures are not expected to change and there are no legal concerns based on the audit findings. The deficit of \$1.6 million is noted to be considerable, however, many hospitals across the province are experiencing the same difficulty. The impact of changes to Bill 124 have been pared off to reflect a clearer picture of deficit.</p> <p>A. Newman shared that funding and finances have varied in his years providing audit services to the hospital. It is hoped that the ministry will provide relief and additional base funding moving forward.</p> <p><b>Moved by B. Millar, seconded by D. Wattie, that the 2023-2024 WDMH Audited Financial Statements be presented for approval at the Annual General Meeting Jun 25<sup>th</sup>, 2024. All in favour.</b></p> <p style="text-align: right;"><b><u>Carried</u></b></p>
	<b>9.2</b>	<p><b>Financial Scenarios</b></p> <p>C. Boland presented what the hospital has done in the past to reduce its deficit. It is noted that the ministry is typically accepting of 2% deficit.</p>
	<b>9.3</b>	<p><b>BPSAA Attestation</b></p> <p>M. Blouin noted that the BPSAA Attestation is circulated with the package and spending has been publicly posted. Some risks, which are minimal, have been revealed for transparency. Some questions were asked for clarification.</p> <p><b>Moved by B. Toonders, seconded by J. Milburn, to approve the BPSAA report as distributed.. All in favour.</b></p> <p style="text-align: right;"><b><u>Carried</u></b></p>
<b>10.0</b>	<b>10.1</b>	<p><b>Strategic Priorities</b></p> <p>WDMH's strategic priorities quarterly report was distributed. In addition to these, C. Boland noted that Annual planning is underway to develop new priorities and there has been a tremendous effort to address safety concerns at the hospital. The Workplace Violence and Safety</p>

		<p>committee continues to meet and below are some of the measures that have been or are being implemented:</p> <ul style="list-style-type: none"> <li>• Development of additional Crisis Prevention Intervention (CPI) training to enhance Mock Code White participation, including after hours exercises.</li> <li>• Code White policy is being restructured based on types of workers in the building at different times of the day. Volunteers are also being trained on their role in workplace safety</li> <li>• Personal alarms which include GPS tracking of the wearer as well as alarms that are directly connected to the police.</li> <li>• Police have been asked to be more visible at the hospital</li> <li>• A retired police officer has joined the Patient and Family Engagement Committee</li> <li>• Review of all entrances and internal doors to ensure locking mechanisms are working correctly</li> </ul> <p>WDMH has exhausted all efforts to find a technical solution with Harris Healthcare who hosts data from our former electronic health record, QCPR. TOH has promised to assist with archiving all patient data beginning late 2024.</p> <p>Artificial Intelligence (AI) project has been undertaken by a grad student who will conduct a field study to review potential use of AI at WDMH. AI Scribe was one noted idea which allows the physician to record notes. The goal of this project is to help address the administrative burden of physicians.</p> <p>WDMH held a very successful job fair in April. Several attended to be recruited or to inquire about what types of jobs the hospital employs.</p>
	<b>10.2</b>	<p><b>Cybersecurity</b></p> <p>M Blouin noted a recent cybersecurity concern regarding vulnerability through WDMH's Cisco Virtual Private Network (VPN). The Cisco device was end of life and no patch was available. Threat was discovered and mitigated by removing as many VPN users as possible to isolate the risk. ICT staff monitored the remaining 13 users for any issues until the new VPN was introduced. ICT Staff continue to monitor cyber security risks on a daily basis.</p>
	<b>10.3</b>	<p><b>OHT Decision Making</b></p> <p><u>Background</u></p> <p>Since the formation of the Greater River Ontario Health Team (OHT) in 2020, all organizational partners comprise a Collaboration Council to govern the OHT, with some authority over day-to-day operations delegated to a smaller Steering Committee. Each of the 43 members of the OHT has had equal authority and obligations, regardless of the extent of commitment or activity with the OHT, and all are eligible to serve on the Steering Committee.</p> <p><u>Membership Categories</u></p> <p>The Great River OHT has initiated several measures to enhance and streamline its decision-making. As a result, two categories of membership have been created:</p> <ol style="list-style-type: none"> <li>1. Core partner – Actively engaged in OHT activities and eligible to serve on the Steering Committee</li> <li>2. Supportive Partner – Engaged to a lesser degree and not eligible to serve on the Steering Committee.</li> </ol>

		<p><u>Moving Forward</u> WDMH is very active with the OHT and it is recommended we continue to be a core partner (as required by government). This is to ensure the board is aware of these changes within the OHT governance model.</p> <p><b>Moved by T. Elliot, seconded by T. Roffey, that WDMH be a core partner of the OHT and remain actively engaged in activities and serve on the Steering Committee. All in favour.</b> <b><u>Carried</u></b></p>
	<b>10.4</b>	<p><b>Accountability</b> Moved by B. Millar, seconded by D. Wattie that the Board Chair confirms, to the best of the Board of Directors' knowledge and belief, the hospital has fulfilled its obligations under the Hospital Service Accountability Agreement by providing the required reports and financial statements for 2023-2024. All in favour.</p> <p><b><u>Carried</u></b></p>
<b>11.0</b>	<p><b>WDMH Foundation Report</b> T. Elliot shared that the Foundation has a variance in revenue due to pledge of \$4 million to the New Dundas Manor while the variance in expenses is due to the mail campaign and cost of living increase for staff and staff wages.</p> <p>The Foundation continues to be in a good financial position, with several exciting activities ahead.</p>	
<b>12.0</b>	<p><b>WDMH Auxiliary Report</b> L Arsenault shared some of the upcoming activities being planned and noting the tremendous work of Marie-Claire Ivanski to organize many of them. Elinor Jordan has stepped down as President of the Auxiliary and they are seeking applicants to work in the Gift Shoppe.</p>	
<b>13.0</b>	<p><b>Report of the RHI Board</b> Dundas Manor new build is ahead of schedule. It will be built in 5 phases and currently they are placing the footings.</p> <p>Many outbreaks occurred this passed winter and we are now out of respiratory season.</p> <p>Challenges for staffing are being addressed through international recruitment process.</p>	
<b>14.0</b>	<b>Governance</b>	
	<b>14.1</b>	<p><b>Executive Committee Minutes</b> The May Executive Committee minutes were received for information.</p>
	<b>14.2</b>	<p><b>Board Officers</b> Board officers will change at the next Annual General Meeting as follows: Jennifer Milburn, Chair Annik Blanchard, Vice Chair Tyson Roffey, Treasurer Eric Stevens, Chair of Quality Committee</p>
	<b>14.3</b>	<p><b>Corporate Memberships</b> The list of Corporate Member applications was received for review.</p>

		<p>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 2024. Board members received the list of Corporate Membership renewals and new applications prior to the meeting. C Boland noted there is no fee and a small application required.</p> <p><b>Moved by A. Blanchard, seconded by D. Wattie, that the 2024-2025 Corporate Memberships be approved as presented. All in favour.</b></p> <p style="text-align: right;"><b><u>Carried</u></b></p>
	<b>14.4</b>	<p><b>Annual Board Evaluation</b></p> <p>B. Millar noted that the OHA tool used last year for evaluation did not yield particular value and recommended going back to survey tool used in previous years. All were in agreement.</p>
<b>15.0</b>	<p><b>Communications &amp; PR Considerations</b></p> <p>None</p>	
<b>16.0</b>	<p><b>Next Meeting:</b></p> <p>Annual General Meeting: Tuesday, June 25, 2024 @ 5:00pm, C1-401</p> <p>Special Board Meeting: Tuesday June 25, 2024 @ 6:00pm, C1-401</p> <p>Regular Board Meeting: Tuesday September 24, 2024 @ 5:00pm, TBD</p>	
<b>17.0</b>	<p><b>Adjournment</b></p> <p>B. Millar called the meeting to a close at 7:12 p.m.</p>	