



WDMH Board of Directors
Tuesday, November 24, 2020 at 5:00 p.m.

Chair: James Pitruniak

Present:	James Pitruniak, Bruce Millar, Renée Belhumeur, Michael Villeneuve, Marieke van Noppen, David Wattie, Michelle Perry, Holly Brown, Dr. Brian Devin, Dr. Mary Naciuk, Cholly Boland, Peter Krajcovic, Nathalie Boudreau, Michelle Blouin
Regrets:	Shawn Sutton, John Trickett, Elise Guest
Guests:	Jessica Morrow (5:00), Matthew Anderson (6:15)
Resource:	Amy Laflèche

No.	Item
1.0	<p>Call to Order J. Pitruniak called the meeting to order at 5:03 p.m.</p>
2.0	<p>Declaration of Conflict of Interest None declared.</p>
3.0	<p>Agenda Check-In The following changes were noted:</p> <ul style="list-style-type: none"> • Quality Committee Terms of Reference was moved to be discussed under 7.1 Quality Committee Report • Meeting Evaluation Results 2020-09-22 was moved to be discussed under the In-Camera Session.
4.0	<p>Review of Minutes</p> <ul style="list-style-type: none"> • Regular Board Meeting minutes September 22, 2020 • Special Board Meeting minutes November 4, 2020 <p>Moved by B. Millar, seconded by M. Villeneuve that the minutes of the September 22nd, 2020 regular board meeting, and the November 4th, 2020 special board meeting be approved as presented.</p> <p align="right"><u>Carried.</u></p>
5.0	<p>Patient Story Jessica Morrow, WDMH Social Service Worker and Counsellor, recounted a patient's journey through the Medical Assistance In Dying (MAID) process at WDMH and within the community.</p> <p>In summary the patient's health was deteriorating and there were many social, financial, physical and mental health barriers. The patient was frustrated with their state and reached out to WDMH for help.</p> <p>J. Morrow indicated that all barriers were overcome through great teamwork from WDMH managers, staff, physicians, local police, and community nursing services. Everyone involved in</p>

	the care of this patient, once WDMH was approached for help, went above and beyond to provide the patient with their wish and peace in their final moments.
6.0	Business Arising None.
7.0	Board Reports
7.1	<p>Quality Committee Report</p> <p>The minutes of the November 19, 2020 Quality Committee meeting were received for information. H. Brown, Chair of the Quality Committee, highlighted to following:</p> <ul style="list-style-type: none"> • The committee received an informative presentation on Cystoscopies. • A presentation was received on Automated Dispensing Cabinets at WDMH. An incident analysis was discussed. • PFEC membership interviews will be occurring in the coming weeks. • The 50th and 90th percentile from decision to admit to inpatient bed targets will not met. A notable increase for the 90th percentile time from decision to admit to inpatient bed was recognized as a regional struggle. • Workplace violence incidents have increased; this is attributed to the increase in incident reporting and documenting. • It is important to note that the Patient Care Improvement Plan usually commences in March/April of every year. This year, due to Covid-19, plans were delayed until August 2020 and interventions have not yet had much time for traction. <p>H. Brown presented the Quality Committee Terms of reference to the Board of Directors. The Quality Committee requests the addition of the following to the terms of reference:</p> <ul style="list-style-type: none"> • “All members of the Quality Committee have the right to vote”. <p>Moved by J. Pitruniak, and seconded by Bruce Millar that the Quality Committee terms of reference be approved as presented.</p> <p style="text-align: right;"><u>Carried.</u></p> <p>Ms. Lafleche to distribute the entire Quality Committee report package to the Board of Directors following the meeting.</p>
7.2	<p>Medical Advisory Committee</p> <p>A summary and minutes from the Medical Advisory Committee meetings for September, October and November of 2020 were received for information. Dr. B. Devin highlighted the following:</p> <ul style="list-style-type: none"> • The Winchester assessment centre has expanded to include a respiratory assessment clinic within the centre. Current volumes for respiratory assessment are three to four patients per day. The clinic is being offered to all clinical practices within the Nation River Family Health Organization, Osgood Village Family Health Organization, and the St. Lawrence Medical Clinic.

		<ul style="list-style-type: none"> • WDMH continues to work with The Ottawa Hospital Radiology and IT departments to extend after hours availability of ultrasound and CT with contrast. • Physicians are experiencing stress and fatigue due to physical and psychological burdens imposed by Covid-19. • Trillium Gift of Life initiative go-live date is scheduled for December 1, 2020. • WDMH is pleased to offer The Ottawa Hospital Plastic Surgery Department one day per month of operative time. • WDMH and the College of Physicians and Surgeons of Ontario are working together to form a partnership for Quality Initiatives to help align hospital quality initiatives with CPSO physician quality and practice review. • WDMH, with the assistance of Kyle Jones, has applied to Ontario Health for a grant to create a Virtual Emergency Department. To note WDMH is the only rural hospital applying for this initiative. • Chart deficiencies have decreased; of the remaining deficiencies half are resting with one physician with whom Dr. Devin has contacted.
7.3		<p>Professional Staff Appointments</p> <p>Moved by B. Millar, and seconded by M. van Noppen that the following physician privileges be approved:</p> <ul style="list-style-type: none"> • Dr. Richard Aviv, term without admitting privileges, Department of Medical Imaging • Ms. Deya Gauvin, locum midwife with admitting privileges, Department of Obstetrics – Midwifery • Dr. Matthew McNevin, locum without admitting privileges, Department of Anaesthesia • Dr. Michael D’Elia, locum with admitting privileges, Department of Surgery – General Surgery • Dr. Laura Quick, temporary without admitting privileges, Department of Emergency Medicine (4 months) <p style="text-align: right;"><u>Carried.</u></p> <p>Moved by M. Villeneuve, and seconded by B. Millar that the following professional staff modifications to privileges be approved:</p> <ul style="list-style-type: none"> • Dr André Jakubow, from Locum without admitting privileges, Department of Anesthesia to associate with admitting privileges restricted to post-anesthetic care of patients requiring additional observation/management, Department of Anesthesia <p style="text-align: right;"><u>Carried.</u></p>
	7.3.1	<p>Chief of Medical Imaging</p> <p>Dr. Richard Aviv is currently the Chief of Diagnostic Imaging at The Ottawa Hospital. Historically, the Chief of Diagnostic Imaging at The Ottawa Hospital also acts as the Chief of Medical Imaging at WDMH, since all physicians in the department are provided by The Ottawa Hospital DI Group (OHRIA). The</p>

		<p>Medical Advisory Committee requests the Board approve Dr. Richard Aviv as Interim Chair of Medical Imaging, upon revision and agreement of the position’s mandate, the position will be held for a three-year term.</p> <p>Moved by M. Perry, seconded by B. Millar, that Dr. Richard Aviv be approved as the Interim Chair of Medical Imaging.</p> <p style="text-align: right;"><u>Carried.</u></p>
7.4		<p>Medical Staff Organization</p> <p>Dr. Mary Naciuk highlighted the following:</p> <ul style="list-style-type: none"> • Physicians are excited about the potential increased access to ultrasound and CT with contrast after hours. • Covid-19 continues to put increased strain on physicians and the healthcare system. Staff and physicians are working longer and skipping vacations. There is more administrative work than there was in the past. Physicians are stressed trying to provide care to patients during the restrictions of the pandemic. • Physicians continue to be reminded of the resources available to them, such as EAP and resources provided by their professional organizations.
8.0		<p>Finance Report</p>
8.1		<p>Second Quarter Financial Results</p> <p>The second quarter financial results were received by the board for information. It was noted that these results were compiled prior to WDMH receiving additional Covid-19 reimbursement funding. With the additional funding WDMH has a \$21,000 surplus. M. Blouin cautioned that during the month of October there were significant increases in expenses. M. Blouin and the finance department are looking at overages and coming up with an action plan to try to come close to balanced by year end.</p> <p>It was noted that call-backs related to emergent operating room cases during the evening, and weekends has a financial impact. M. Blouin is working on drilling down to see if the rise in emergent cases is a reflection of cancelled and delayed cases caused by Covid-19.</p> <p>It was noted that up until September 2020 Covid-19 expenses have been reimbursed at 100%, however it has been indicated that rules will change and expenses will be further scrutinized beginning with October 2020 expenses.</p> <p>Requests for 2021/2022 capital items have gone to managers, departments, and physicians. In January and February, the capital list requests will be reviewed and prioritized. No work on any projects will commence prior to receiving approval and funding.</p> <p>Staffing shortages and overtime rates were described as high during the board meeting in September; however, rates have since lowered. It was indicated that when schools changed their student screening process staffing shortages improved. It was noted there are still difficult staffing days, but they are manageable. H. Brown pointed out that the</p>

		Upper Canada District School Board has recently announced that schools will be closed during snow days; this will likely impact staffing shortages.
9.0	New Business	
	9.1	<p>Risk Management Update</p> <p>M. Blouin, VP of Corporate Services and Chief Financial Officer provided an update on the hospital's risk management program.</p> <p>The presentation was distributed to the group for information.</p>
10.0	Report of the CEO	
	10.1	<p>Strategic Priorities Quarterly Report</p> <p>The November WDMH Strategic Priorities Quarterly Report was received for information. In addition to the report C. Boland reported:</p> <ul style="list-style-type: none"> • The Community Care Building experienced a significant flood the week of November 16th, 2020; caused by a pipe break overnight. The building was built in two stages, the flood was exclusive to the first phase of the building effecting the Eastern Ontario Health Unit, JobZone, CCAC/LHIN, and the Early Years Child Centre. Repairs are estimated to cost approximately 1 million dollars; WDMH is seeking to recover this through insurance and incur a deductible. There is a crew onsite working to dry out the flooded areas with an expected timeframe of five to six weeks. Once dried repairs will begin with an estimated timeframe of a few months. • Covid-19: Daily the province is seeing an increase of 1,500 new cases per day, almost three times as many as there were during the spring. It was noted that an increase in numbers could be attributed to more people getting tested. The number of hospitalizations related to Covid-19 is only half of what it was in the spring; 500 in the province, 30 in the Champlain LHIN. The Eastern Ontario Health Unit is currently rated in the yellow zone. Dundas county has zero cases. • The visitor and patient screening process at the front entrance of WDMH has been automated to assist screeners in speed and efficiency. • The assessment centre is experiencing the same throughput as the rest of the province. Numbers have dropped dramatically; including the respiratory clinic 40-60 people per day are being swabbed in Winchester. Same-day appointments are now being booked. • WDMH is conducting another family flu shot clinic on Wednesday, November 25th, 2020. • The WDMH occupancy rate is hovering between 90-100 percent. High occupancy, and Covid-19 is causing stress and workload fatigue. WDMH is promoting the use of EAP, providing fun activities for staff to participate in, and

		<p>trying to come up with ways to support staff. Upcoming events: secret Santa, online silent auction, annual Christmas breakfast, craft and vendor sale, and a float in the Winchester display of lights.</p>
	<p>10.2</p>	<p>Communications Plan The 2020-2021 WDMH Communications Program Plan was distributed to the board for review.</p> <p>The following suggestions were made:</p> <ol style="list-style-type: none"> 1) Lunch and Learn sessions 2) Communications around families suffering with mental illness 3) Exploration of Instagram (i.e. services available, perspective jobs) 4) Increasing SEM (search engine marketing) results. It was noted Facebook posts directly impact these results, the more interaction and engagement opportunities the better. <p>It was noted WDMH did attempt lunch and learn events in the past however over time attendance decreased. Instead, WDMH now meets with requesting groups at their meetings.</p> <p>C. Boland noted that WDMH does not currently have a mental health provider. WDMH does try to link patients with healthcare agencies within the community, but mental health is currently not a hospital mandate.</p> <p>Moved by J. Pitruniak, and seconded by M. Villeneuve that the Communications Plan be approved with the inclusion of:</p> <ul style="list-style-type: none"> • The exploration of Instagram • Increasing SEM results <p style="text-align: right;"><u>Carried.</u></p>
	<p>11.0</p>	<p>Board Education</p>
	<p>11.1</p>	<p>Ontario Health Matthew Anderson, President and CEO of Ontario Health joined the meeting at 6:15 p.m. and explained the transition from many agencies to one Ontario Health agency.</p> <p>Ontario Health is an agency created by the Government of Ontario with a mandate to connect and coordinate the province’s health care system. In summary the transition to one Ontario Health Agency has involved merging 21 health care agencies. Trying to complete mergers during the pandemic has been difficult, there are 16 corporations still to merge, including the Champlain LHIN.</p> <p>Covid-19 has impacted Ontario Health structurally and culturally. Structurally the operating model and organizational chart are still being assembled. Culturally Covid-19 sped up the commitment the organizations have to each other to work to achieve the end goal.</p>

Overall moral is challenging as there are many agencies and many staff trying to understand if their roles will still exist.

The goal of Ontario Health is to provide a more integrated health care system. WDMH is a great model for accomplishing LTC home partnerships and addressing ALC patients.

Mr. Anderson opened the floor for questions and provided the following responses:

- Regarding vaccines, the good news is that what the media is reporting is largely true. Vaccines have been proven effective. Ontario Health will be participating in the distribution of vaccines; it will take all healthcare agencies to help with distribution. The government is currently establishing a rollout plan; January through March will likely be prioritized for those at most risk and a controlled roll out is expected in the summer for the general population. Targeting those most at risk first will help mortality rates and will indirectly impact hospital admissions
- One of the top priorities for Ontario Health is to ensure there are resources available to marginalized and vulnerable communities.
- The Mental Health and Addiction Centre of Excellence will support the province in building a comprehensive and connected mental health and addictions system.
- Ontario Health recognizes the inherent inefficiencies of all Ontario Health Teams learning how to build as they go. Ontario Health will be focussing on how to streamline mergers.
- There is some concern about the future of medical appointments remaining virtual. Ontario Health will work to ensure that the pendulum has not swung too far, and will work on recalibrating to ensure virtual appointments are appropriate. It was noted a complete shift back to all in-person appointments is not likely due to the fact that many preventative appointments can be done virtually. A balance needs to be found.

12.0 WDMH Foundation Report
 The quarterly WDMH Foundation Report was received for information.

P. Krajcovic was happy to report that foundation is doing well despite this year’s circumstances. Staff are working diligently and are very attentive.

Although some events have been cancelled the foundation is still promoting third party events and silent auctions.

J. Pitruniak noted that the annual Judy Lannin Christmas Wish Tree is a great way for board members to donate to the foundation. The tree provides a way to honour or remember your family and friends with a gift to the WDMH Foundation. To make a donation board members can visit: www.wdmhfoundation.ca

13.0	<p>WDMH Auxiliary Report The quarterly WDMH Auxiliary Report was received for information.</p> <p>C. Boland noted the Gift Shoppe remains closed, and the hospital only has a few restricted volunteers in the facility.</p> <p>C. Boland indicated that the Auxiliary is still very energetic and is working through social media to raise funds for the new Infant Monitoring System in Obstetrics.</p>
14.0	Governance
	<p>14.1 November 24th Meeting Evaluation Distributed by A. Lafleche</p>
15.0	Conference/Workshop Reports
	<p>15.1 OHA Governance Webinars No discussion.</p>
	<p>15.2 Governance Accreditation Survey The Governance Accreditation Survey will be distributed via email to all board members. The results will provide a roadmap to help the WDMH Board of Directors improve. The survey is short and will ask opinions on different aspects of the board’s governance structure and processes. The survey will close on December 23, 2020. Your responses are completely anonymous, and flow directly to Accreditation Canada. Once complete the results will be compiled and brought to the Board of Directors meeting in February 2020 for review and action plan creation.</p>
16.0	<p>Report of the RHI Board The RHI Board of Directors meets on Thursday, November 26, 2020. During this meeting the purchase of land from WDMH will be discussed. The break-ground for the redevelopment project will be scheduled early next year.</p>
17.0	<p>Communications & Public Relations Considerations <i>Key themes from meeting</i></p> <ol style="list-style-type: none"> 1. WDMH continues to be vigilant around Covid-19. The board encourages staff and physicians to keep up the good work. 2. The Board condemns WDMH for their great financial management despite extreme ongoing pressures from multiple fronts. 3. The Board is proud to announce the Foundation is having a remarkable year.
18.0	<p>In-Camera At 7:16 p.m. the Board of Directors moved to an in-camera session.</p> <p>At 7:57 p.m. the Board of Director rose from the in-camera session and reported on actions taken:</p> <ul style="list-style-type: none"> • Chief of Staff Performance Evaluation • 2020-09-22 Meeting Evaluation Results

19.0	Next Meeting Tuesday, February 23, 2021 at 5:00 p.m. via Zoom
20.0	Adjournment J. Pitruniak called the meeting to a close at 7:58