



WDMH Board of Directors Meeting

November 22, 2022 @ 5:00 p.m.

Microsoft Teams

Chair: Bruce Millar

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

No.	Item
1.0	Call to Order B. Millar called the meeting to order at 5:02 p.m.
2.0	Declaration of Conflict of Interest None.
3.0	Agenda Check-In The November 2022 Board of Directors agenda was approved by consensus. The Board requested that cybersecurity be added as a standing item on the agenda.
4.0	Review of Minutes Moved by S. Densham, seconded by J. Milburn, that the September 27, 2022, Board of Directors minutes be approved as presented. All in favour. Carried.
5.0	Business Arising B. Millar shared that A. Lafleche will be holding a GoFundMe in support of the Annual Staff Christmas Breakfast. All funds raised will be used to purchase door prizes for the event. A. Lafleche to distribute a link to the GoFundMe in the coming days. M. Perry encouraged all Board members to think of the WDMH Foundation, if considering a donation during the holiday season.
6.0	A Patient Story Michael Paglia, Clinical Manager, shared a story of a patient that became increasingly confused and agitated during their stay at WDMH. In summary the Board learned: <ul style="list-style-type: none"> • Due to Covid-19 WDMH has relocated some of its units to allow for better patient isolation. As a result, the Post Partum Unit has been moved to the same location as the Complex Continuing Care Unit. • Patients that receive treatment on the Medical/Surgical Unit are sometimes transferred to Complex Continuing Care for rehabilitation to help with mobility needs. • Patients often gain back their strength enough to be independently mobile, but sometimes this can lead to wandering. • WDMH has access to a geriatric psychologist from Cornwall. • The geriatric psychologist noted that crying babies can trigger memories in geriatric patients.

	<p>WDMH learned:</p> <ul style="list-style-type: none"> • How to safely care for wandering patients. • That safety planning and teamwork leads to a faster patient recovery. • That wander-guards needed to be installed on the unit doors. <p>The Board of Directors commend M. Paglia and the entire team for understanding there may be patient triggers that are at first not recognized and that a patient’s state while in hospital may not be their normal.</p>
<p>7.0</p>	<p>Board Education</p> <p>B. Toonders provided an educational presentation on the Great River Ontario Health Team. The slides were distributed in advance of the meeting for review. In summary the Board learned:</p> <ul style="list-style-type: none"> • The Great River Ontario Health Team includes partners from the United Counties of Stormont, Dundas, and Glengarry, City of Cornwall, Akwesasne and parts of Russell Township and rural South-East Ottawa. • WDMH and Dundas Manor are members of the Great River Ontario Health Team. • Ontario Health Teams (OHTs) are a new model of care announced by the Ministry of Health in 2019 to facilitate improvements in the delivery of health care within communities. • In an OHT groups of health care providers work together as a team to deliver a full and coordinated/integrated continuum of care. This changes how patients, families, and caregivers experience the health care system. Patients can access and navigate the system, while being better supported as they transition from one health care provider or setting to another. • OHTs leverage the power of partnerships, relationships, knowledge, and expertise of local partners.
<p>8.0</p>	<p>Board Reports</p>
<p>8.1</p>	<p>Medical Advisory Committee Report</p> <p>The Medical Advisory Committee Report was received for information.</p> <p>Dr. Adam Cohn, Nephrologist will join WDMH in 2023 to provide on call services for Internal Medicine, and to start up a clinic for Chronic Kidney Disease (CKD).</p> <p>Wait times for medical imaging continue to increase; strategies on how to address this are being investigated.</p> <p>A new test that helps detect Congestive Heart Failure in patients is now available at WDMH.</p> <p>Dr. Adam Jones-Delcorde has stepped down from the role of Chief Medical Information Officer to pursue his continued focus on training and education at WDMH. Dr. Devin expressed his gratitude for Dr. Jones-Delcorde’s hard work over the past year, as he was an integral part of Epic implementation.</p>
<p>8.2</p>	<p>Professional Staff Appointments</p> <p>Moved by B. Millar, seconded by J. Milburn that the following new physician recruitments be approved. All in favour.</p> <p style="text-align: right;"><u>Carried</u></p> <ul style="list-style-type: none"> • Dr. Adam Cohn, Term with Admitting Privileges, Department of Internal Medicine – General

	<ul style="list-style-type: none"> • Dr. Sara Moore, Regional Affiliate without Admitting Privileges, Department of Internal Medicine - Oncology • Dr. Jim Yang, Locum without Admitting Privileges, Department of Emergency Medicine <p>Moved by B. Millar, seconded by B. Toonders, that the following professional staff modifications be approved. All in favour.</p> <p style="text-align: right;"><u>Carried</u></p> <ul style="list-style-type: none"> • Dr. Achraf Zakaria FROM Temporary with Admitting Privileges, Department of Family Medicine TO Term with Admitting Privileges, Department of Family Medicine <p>Moved by B. Millar, seconded by M. Perry, that the following professional staff privileges resume. All in favour.</p> <p style="text-align: right;"><u>Carried</u></p> <ul style="list-style-type: none"> • Dr. Gregory Pukay, Term without Admitting Privileges, Department of Surgery – Surgical Assist
8.3	<p>Report of the Medical Staff Organization (MSO) Physicians continue to cover each other’s shifts and are working well together as a cohesive unit.</p> <p>The MSO is concerned that access to Diagnostic Imaging on weekends/after hours is inadequate. Physicians continue to push for additional hours.</p>
9.0	Finance Report
9.1	<p>Financial Statements Ending Sept 30/22 The hospital’s financial results for the period ending September 30th, 2022, show a deficit from hospital operations of \$1.1 million which is unfavourable by \$0.9 million from the approved budget. This includes the recent funds received by the ministry of \$350,000.</p> <p>If the deficit continues to trend in the same direction WDMH is forecasting an almost \$2.3 million deficit, assuming the ministry offers no infusion of revenue.</p> <p>Unbudgeted pressures that contribute to the net variant are:</p> <ul style="list-style-type: none"> • Overtime/double time costs due to staffing shortages and illness. • Orientation costs due to staffing shortages. WDMH has hired 76 new employees since April 1, 2022. • Heavy workload costs due to staffing issues and requests for additional support. • Supplies expenses – drug costs, and personal protective equipment costs. • Interest costs relating to cash flow issues attributed to the hospital’s deficit and delayed reimbursements from the Ministry of Health and Long-Term Care. <p>WDMH is a part of the Healthpro purchasing group, where we receive significant rebates and purchase options. 92% of medical supplies are now on a contract with Healthpro.</p> <p>A letter, under Bruce's signature, was sent to the Ontario Minister of Health, Sylvia Jones, on 4 November. We have made a request for one-time funds of \$0.96 million to cover working capital and an increase to the hospital's base funding of at least \$2 million. B. Millar has followed up with members of her staff to engage in a dialogue regarding WDMH's financial situation. To date, however, we have not received a response.</p>

10.0	Report of the CEO	
	10.1	<p>Strategic Priorities Update WDMH is almost completely staffed; there are some casual and part-time positions available. Some clinical and diagnostic imaging staff are still going through training but will soon be available to start work. Our staffing compliment reflects the incredible work of our Human Resources Department and our clinical managers.</p> <p>Although WDMH is almost completely staffed, obstetrics has had to close for several shifts over the past week due to sick calls and staff finishing orientation.</p> <p>Nine of the credentialed trainers hired to help with Epic implementation will be going back to their primary positions as of December 12, 2023.</p>
	10.2	<p>Cybersecurity C. Boland confirmed that the cybersecurity incident that occurred in July 2022 was a test conducted by The Ottawa Hospital that went awry. The Ottawa Hospital was conducting “penetration testing” to test its network’s defences. The penetration test was supposed to be a slight penetration, they were then to withdraw and provide a report to WDMH, but this process was not followed.</p> <p>The new Vice President of Information Technology at The Ottawa Hospital has acknowledged and apologized for their role in the incident. Ontario Health has commissioned Deloitte to investigate.</p>
11.0	WDMH Foundation Report The WDMH Foundation is in a comfortable cash position, and has hired a new full-time fundraiser, is recruiting a new Donor Services and Data Entry Clerk and has recently invested in staff training.	
12.0	WDMH Auxiliary Report The WDMH Auxiliary Report was received for information. <ul style="list-style-type: none"> • The Gift Shoppe has displayed its holiday inventory. • Plans for the hospitals 75th Anniversary are underway. • The Auxiliary has welcomed three new volunteers. 	
13.0	Report of the RHI Board The recent Covid-19 outbreak at Dundas Manor caused three resident deaths. Covid-19 continues to plague long-term cares homes, and staffing remains a challenge. Dundas Manor continues to struggle in hiring registered nursing staff. Plans continue to move forward with the new building, and Dundas Manor has began preparing for spring accreditation.	
14.0	Governance	
	14.1	Executive Committee Minutes The November 15, 2022, Executive Committee minutes were received for information.
15.0	Communications & PR Considerations <ul style="list-style-type: none"> • The Board remains concerned with the current financial deficit and recognizes management's efforts to contain costs through this challenging period. 	

	<ul style="list-style-type: none"> • The WDMH Epic roll out is going well.
16.0	Next Board of Directors Meeting February 21, 2023, at 5:00 p.m. via Microsoft Teams
17.0	In-Camera Session The WDMH Board of Directors moved to an in-camera session at 6:35 p.m. The WDMH Board of Directors rose from the in-camera session at 6:57 p.m. and reported on actions taken: <ul style="list-style-type: none"> • 2022 Chief of Staff performance review.
18.0	Adjournment B. Millar called the meeting to a close at 6:58 p.m.