

**Minutes  
Board of Directors Meeting  
Wednesday, March 2<sup>nd</sup>, 2022  
Zoom Audio/Visual Conference**

Present: B. Heikkila (Chair), Z. Ashley, P. Austin, J. Bagshaw, S. Dowler, D. Dunn, J. Haggarty, D. Harris, L. Hastie, B. MacDonald, T. MacFarlane, L. Roth, H. Al, M. Barrett

Staff: D. Braithwaite, Vice President of Corporate Services / CFO  
M. Dobson, Director of Clinical Support and Ambulatory Care Services  
A. King, Director, Human Resources  
M. Legge, Manager, Communications, Engagement and Patient Experience

Guests: D. Holm  
P. Kerr, Media

Regrets: None

Recording Secretary: M. Curry

**1.0 Call to Order**

The Chair called the meeting to order at 1730 hours with a quorum present.

**2.0 Presentation**

Patient Story – Deferred.

**3.0 Approval of Agenda**

Additions/Changes to Agenda:

- 5.6.3 Authorization to extend SBGHC H-SAA for One Year

*(Motion 1)*

**MOVED by: D. Harris**

**SECONDED by: L. Hastie**

**THAT the Agenda be approved as amended.**

**Question called – Motion CARRIED.**

**4.0 Disclosure of Conflict of interest**

There was no conflict of interest declared.

The Chair reviewed the Mission, Vision, and Values, and Directors were reminded to consider them in decision making during the meeting.

**5.0 Business/ Committee Matters**

**5.1 Quality Improvement Committee Report**

J. Bagshaw, Quality Improvement Committee Chair provided a report:

- The Quality Improvement Committee meeting that was previously scheduled for February 22<sup>nd</sup> was cancelled to allow staff to dedicate efforts to recruitment and retention. No report.

### **5.2 Corporate Resources Committee Report**

D. Harris, Corporate Resources Committee Chair provided an update to the Board from the most recent meeting on February 28<sup>th</sup>, 2022.

- Confirmation has been received from the Ministry of Health that COVID funding will be continued to March 31<sup>st</sup>, 2022.
- The month of January concluded with a surplus of \$275K.
- Year End forecast of \$0.9M noted.
- Overtime continues to be the largest expense driver, reaching \$645K over budget.
- SBGHC has developed a balanced budget for 2022/23.
  - Budget assumptions include the continuation of ministry funding, 1% wage increase, and incremental costs for staffing recruitment and retention initiatives.
  - Budget risks were identified, including high Alternate Level of Care (ALC) occupancy, overtime, and sick time assumptions.
- Status of projects covered within the capital budget were reviewed by the committee, with no concerns.
- The committee was presented with a fulsome review of HR staffing challenges and was provided with a summary of ongoing and upcoming recruitment and retention initiatives.
- By accepting the CRC minutes of February 28<sup>th</sup>, 2022 within the consent agenda, the Board will be approving the following: January financials, January compliance statements, and approval of the SBGHC organizational 2022/23 budget.

### **5.3 Governance Committee Report**

B. Heikkila, Chair of the Governance Committee provided an update to the Board from the most recent meeting on February 22<sup>nd</sup>, 2022.

- A recommendation was brought forward to the Board of Directors to appoint D. Dunn as the Walkerton Foundation Board Liaison.
- SBGHC's Nursing Recruitment & Retention Action Plan was reviewed.
- Committee self-evaluation results were reviewed. Mitigation strategies to address gaps to be addressed.
- A special Governance Committee meeting was held on February 28<sup>th</sup>, 2022 to discuss Board Goals and Objectives.

*(Motion 2)*

**MOVED by: J. Haggarty**

**SECONDED by: D. Harris**

**THAT the South Bruce Grey Health Centre's (SBGHC) Board of Directors appoint Dean Dunn as SBGHC's Board Liaison to the Walkerton & District Hospital Foundation (WDHF) for the remainder of the 2021/22 Board year. Question called – Motion CARRIED.**

### 5.3.1 By-Law and Policy Review Sub-Committee

J. Bagshaw, member of the By-Law and Policy Review Sub Committee provided a draft Terms of Reference document to the Board for consideration and approval.

*(Motion 3)*

**MOVED by: P. Austin**

**SECONDED by: J. Haggarty**

**THAT the South Bruce Grey Health Centre Board of Directors approve the establishment of the ONCA Sub-Committee and associated Terms of Reference.**

**Question called – Motion CARRIED.**

### 5.4 Kincardine Redevelopment Oversight Committee Report

B. Heikkila, Chair of the Kincardine Redevelopment Oversight Committee provided an update on the most recent meeting on February 7<sup>th</sup> 2022.

- Public opening of bids for the CT suite addition occurred on February 3<sup>rd</sup>, 2022. K&L Construction Ltd. from London Ontario was the successful bidder.
- A special Board meeting was held on February 22<sup>nd</sup> to approve Stage 4.2 of the CT project.
- Small DI internal renovations are expected to be completed by end of February 2022.
- Approval of Stage 2 of the Kincardine Redevelopment project is still pending from the Ministry of Health.

### 5.5 Audit Committee Report

- No report.

### 5.6 CEO Report

#### 5.6.1 COVID Response

- M. Barrett, together with M. Dobson, provided an overview of the COVID-19 situation in Grey Bruce, reporting a small number of COVID+ inpatients across the four sites.
- Assessment Centre volumes have decreased considerably since the modification of testing guidelines that was released in January 2022.
- SBGHC continues to collect COVID-19 immunization information from all staff, including 3<sup>rd</sup> dose statistics.

#### 5.6.2 Action Plan on Nursing Recruitment & Retention

- M. Barrett reiterated SBGHC's immediate and primary goal to return all clinical services to full operation as soon as possible.
- The province wide nursing shortage has gained provincial recognition, evidenced by Ontario Health's creation of a new provincial committee to address HHR issues.
- Recruitment statistics were reviewed by the Board, including the number of RN, RPN, Extern, Internationally Educated Nurses, and Midwives hired. A Recruitment Coordinator has been on boarded to support the HR team with such efforts.
- SBGHC is exploring the reintroduction of acute care inpatient beds.
- M. Barrett and B. Heikkila will be attending Brockton Municipal Council to discuss SBGHC's Recruitment and Retention Action Plan.
- Retention efforts including nursing focus groups, scheduling practice review, and various

other wellness initiatives were reviewed.

- SBGHC will continue to model the progress of our recruitment and retention initiatives, together with data on staff movement to determine when services can return to full operation.

#### 5.6.3 Authorization to extend SBGHC H-SAA for One Year

- On December 22<sup>nd</sup>, 2021, Ontario Health provided notification that they will be extending the existing H-SAA for fiscal year 2022/23 with all health service providers for one year. Ontario Health provided SBGHC with its H-SAA extension on March 1<sup>st</sup>, 2022, and has asked that it be signed back by March 25<sup>th</sup>, 2022.

*(Motion 4)*

**MOVED by: D. Harris**

**SECONDED by: D. Dunn**

**THAT the South Bruce Grey Health Centre (SBGHC) Board of Directors recommend that the SBGHC Board Chair and SBGHC President & CEO be authorized to sign an extension of the Hospital Sector Accountability Agreement (H-SAA) between SBGHC and Ontario Health for the period March 31<sup>st</sup>, 2022 to March 31<sup>st</sup>, 2023.**

**Question called – Motion CARRIED.**

#### 3.6.4 Kincardine CT Scanner Project Update

- SBGHC awaits response from the Ministry of Health regarding the stage 2 submission of the Kincardine Redevelopment Project.

#### 3.6.5 Grey Bruce Ontario Health Team Update

- A consultant has been engaged, and has begun their work on strategic planning.
- Recruitment of the Grey Bruce Ontario Health Team Development Lead is ongoing.

#### 5.7 Chief of Staff Report

L. Roth provided a report and medical privilege appointment recommendation to the Board for review and approval.

- SBGHC's Nursing Recruitment & Retention Action Plan and associated initiatives were discussed at the Corporate MAC tables.

*(Motion 5)*

**MOVED by: J. Bagshaw**

**SECONDED by: B. MacDonald**

**THAT the Board of Directors approve the Chief of Staff report as presented.**

**Question called – Motion CARRIED.**

*(Motion 4)*

**MOVED by: J. Haggarty**

**SECONDED by: T. McFarlane**

**THAT the following new applications be approved as recommended:**

- Dr. Herman Tang - Associate
- Dr. David Bruinsma – HFO Locum
- Dr. Steven Rhee – HFO Locum

**Question called – Motion CARRIED.**

### **5.8** Director of Clinical Services/CNE Report

- H. Al provided an update on clinical leadership recruitment progressions to date in keeping with the Nursing Recruitment and Retention Action Plan.
- Nine (9) local nursing student externs have signed offers with intent to practice at SBGHC upon becoming fully licensed.
- On February 10<sup>th</sup>, 2022, Directive 2.0 was lifted allowing for the gradual resumption of non-emergent and non-urgent surgeries and procedures. SBGHC's surgical team has begun contacting patients. No significant backlogs to note for local patients requiring care at SBGHC.
- On February 18<sup>th</sup>, 2022, OH issued notice that in light of ongoing health human resources challenges and instability related to the COVID-19 pandemic, the 2022/23 QIP submission will be considered voluntary. For further discussion at the QIC table in April 2022.
- H. Al presented an overview of the events that occurred on February 25<sup>th</sup>, 2022 at the Hanover and District Hospital, where a bomb threat was received, and a code Black and Green were initiated.
  - D. Braithwaite, H. Al, M. Dobson, C. Emke, S. Johnson, H. Ignas, Dr. Al Quaseer, Dr. Wilhelm, and others were commended for supporting our neighbouring hospital in addressing this incident.
  - A post event debrief was conducted. SBGHC's code black policy has been reviewed.
  - OPP Staff Sargent Marla Barfoot has been invited to attend SBGHC's SLT meeting on March 10<sup>th</sup>, 2022 to discuss.

### **5.9** Update on Reduction in ED Hours in Chesley & Walkerton

- A report was provided within the CEO and CNE report of the meeting regarding SBGHC's Recruitment & Retention Action Plan, which has been enacted to address SBGHC's immediate and first priority to resume clinical services across all sites.

### **6.0** Consent Agenda

Errors/Omissions:

*(Motion 6)*

**MOVED by: D. Harris**

**SECONDED by: L. Hastie**

**THAT the Consent Agenda be approved as presented.**

**Question called – Motion CARRIED.**

By virtue of this motion, the South Bruce Grey Health Centre Board of Directors took the following actions:

- 6.1** Approved the Board Minutes of February 2<sup>nd</sup>, 2022
  - 6.1.1 Approved the Special Board Minutes of February 22<sup>nd</sup>, 2022
- 6.2** Approved the Governance Committee Minutes of February 22<sup>nd</sup> and February 28<sup>th</sup>, 2022
- 6.3** Approved the Corporate Resources Committee minutes of February 28<sup>th</sup>, 2022
  - 6.3.1 Compliance Statement – January 2022
- 6.4** Approved the Kincardine Redevelopment Oversight Committee Minutes of February 7<sup>th</sup>, 2022

## **7.0 In-Camera Meeting**

*(Motion 7)*

**MOVED by: S. Dowler**  
**SECONDED by: J. Bagshaw**  
**To adjourn to an in-camera meeting at 1900 hours.**  
**Question called - Motion CARRIED.**

**The meeting moved out of in-camera at 2021 hours.**

## **Meeting Feedback**

- B. Heikkila provided an opportunity for the Board to provide feedback on the meeting:
  - The depth of questions and discussion was positive.
  - The Board reflected on the positive advancements discussed this evening: budget approval, capital plans advancing, SBGHC continues to establish its Clinical Leadership Team, advancement of recruitment and retention initiatives, and an incredible effort put forward by SBGHC's team in the support of neighbouring partners.

## **8.0 Adjournment**

The meeting was adjourned by motion by J. Bagshaw seconded by D. Harris at 2023 hours.  
CARRIED.

## **9.0 Next Regular Meeting**

April 6<sup>th</sup> 2022