



**Minutes
Board of Directors Meeting
October 5th, 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, T. McFarlane, C. Oberle, L. Roth, M. Barrett, M. Dobson

Staff: T. Filsinger, Director, Clinical Support & Ambulatory Care Services
A. King, Director, Human Resources
M. Legge, Manager, Communications, Engagement and Patient Experience
K. MacKenzie, (designate of D. Braithwaite, VP Corporate Services/CFO)

Guests: M. Aliberti, Interim Patient Care Manager, Kincardine
Mayor S. Hammell, Arran-Elderslie
P. Kerr, Media
A. Watson, Durham Hospital Foundation Coordinator

Regrets: D. Braithwaite, VP Corporate Services / CFO

Recording Secretary: M. Curry

1.0 Call to Order

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

B. Heikkila welcomed all Directors, Staff and guests to the meeting.

2.0 Presentations

2.1 Durham Hospital Foundation

A. Watson, Executive Director, Durham Hospital Foundation, provided an update to the Board on behalf of the Foundation.

- The Foundation office is now open to the public following lightening of COVID-19 restrictions within the hospital.
- Recruitment continues for five (5) Director positions on the Foundation Board.
- The Durham Hospital Foundation is excited to announce the return of the Boots and Bling Gala on Saturday, October 15th, 2022, which aims to raise money for capital items including the new Bone Mineral Density scanner.
- Durham's 150th Homecoming event took place this summer, with over \$11K raised.
- Planning us underway to up-grade the telecommunications system in the Durham Medical Clinic – led by SBGHC staff.
- Physician Recruitment initiatives, including the Rural Medicine Retreat, were discussed.

A. Watson and the Durham Hospital Foundation were thanked for their ongoing support.

S. Dowler & L. Hastie entered the meeting at 1738 hours.

M. Aliberti entered the meeting at 1743 hours.

A. Watson exited the meeting at 1748 hours.

2.2 Patient Story – COVID-19 Protocols

M. Aliberti, Interim Kincardine Patient Care Manager and T. Filsinger, Interim Director Clinical Support & Ambulatory Care Services presented a patient story from the Kincardine site of the South Bruce Grey Health Centre (SBGHC).

- M. Aliberti relayed a scenario where staff successfully responded to an incident of aggressive behavior from a visitor, which resulted in forceful removal of the visitor by Police.
- The aggression came as a result of a failure to comply with established COVID-19 policies.
- Through a post-scenario touch base meeting, the group reviewed safety safeholds in place, including alert buttons. Future considerations include continued code white mock trials and education for staff to respond to abuse.

ACTION: T. Filsinger / M. Aliberti to return to the Board to provide update on follow up actions.

M. Aliberti and T. Filsinger were thanked for their report. Board members acknowledged the level of stress inflicted to all involved, and gratitude was extended for a positive outcome.

M. Aliberti exited the meeting at 1804 hours.

3.0 Approval of Agenda

Additions/Changes to Agenda:

- 5.3.1 Information
- 5.6.1 Current ED Situation in Chesley
- 5.6.1.1 Chesley Mayor Perspective - Information

(Motion 1)

MOVED by: C. Oberle

SECONDED by: D. Dunn

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 members 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 advised that the September meeting was cancelled to allow for staff to solely dedicate efforts on staffing initiatives. 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 September 26th, 2022.

- Following deficit financial results in July and August, SBGHC is sitting at a YTD surplus of \$259K.
- A deficit of \$2M is projected for end of fiscal, notably due to significant agency nurse costs, overtime, sick pay, and anticipated lack of COVID-19 incremental funding.
- With a capital reserve balance of \$4.7M, a recommendation was made to open two investment accounts and invest in GICs.
- Significant staffing challenges were discussed, touching on vacancies, sick time, and leaves. Ministry and internal mitigation initiatives were identified.
- By accepting the CRC minutes of September 26th within the consent agenda, the Board will be approving the 2021/22 CRC Goals and Committee Work Plan, the CRC Terms of Reference, August 2022 YTD Financial Statements, Compliance Statements for the period May 2022 – August 2022, and approval to open two investment accounts and GIC purchases.

5.3 Governance Committee Report

B. Heikkila, Chair of the Governance Committee provided an update to the Board from the most recent meeting on September 6th, 2022.

- New Director Orientation is proceeding as scheduled.
- The Chief of Staff Performance Evaluation process is underway, with a high-level report to be presented to Governance in October.
- A collaboration meeting is scheduled to take place between the three hospital corporations in Grey-Bruce in October.
- Following review of the OHA Board Self-Assessment results, an action plan will be developed to identify measurable actions to address areas for improvement.
- By accepting the Governance Committee minutes of September 6th within the consent agenda, the Board will be approving the Committee Terms of Reference.

5.3.1 By-Law and Policy Review Sub-Committee

J. Bagshaw, Chair of the By-Law and Policy Review Sub Committee provided an update to the Board:

- 80 Board policies reduced to approximately 50 – either consolidated or obsolete.
- 25 requiring legal review.

5.4 Kincardine Redevelopment Oversight Committee Report

D. Harris, Temporary Acting Chair of the Committee, provided an update to the Board from the most recent meeting on September 26th, 2022.

- SBGHC's Kincardine Redevelopment Project advances, with stage three design development underway. Feedback has been solicited from user groups in the design development.
- The CT project continues to advance on schedule, with no major cost variations to budget. It is anticipated that building construction will be completed in February 2023, with go live tentatively scheduled for March 2023.

5.5 Audit Committee Report

D. Dunn, Chair of the Committee advised that there is no report to share.

5.6 CEO Report

M. Barrett provided a report, solely focusing on staffing challenges at SBGHC.

- Current nursing staff statistics were reviewed, summarizing onboarding, turnover, vacancies, and leaves of absence. The number of nursing applications received is low.
- Statistics showed that a large percentage of vacation time was approved for this staff group, and there is also a higher incidence of sick time (highest in three (3) years).
- SBGHC has established contracts with six (6) nursing agencies, receiving consistent support from one reliable agency. Year-to-date (YTD) agency nurse costs continue to climb, reaching \$566,307.
- Challenges faced in the areas of recruitment and retention were reviewed.
- The Government of Ontario has implemented a number of initiatives, some of which have been identified in the 'Plan to Stay Open'.
- Several internal initiatives are underway to improve the staffing situation at SBGHC, including a scheduling review, enhanced orientation and training, and performance reviews.
- In closing remarks, several strategies were touched on including increased use of virtual EDs, structural reform, and team based care.

5.6.1 Arran-Elderslie Mayor Update

The Mayor was invited to provide comments. No update was provided.

5.7 Chief of Staff Report

- The Medical Advisory Committee (MAC) met a number of times over the summer and into the fall, with topics largely focusing on nursing and physician shortages.
- Physicians at the Kincardine site were engaged to solicit feedback on stage 3 design plans for the redevelopment project.
- President of the medical staff position remains vacant.

(Motion 2)

MOVED by: D. Harris

SECONDED by: Z. Ashley

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

Question called – Motion CARRIED.

(Motion 3)

MOVED: C. Oberle

SECONDED: J. Haggarty

THAT the following new applications be approved as recommended:

- Dr. Lindy Scholten – Locum
- Dr. Anees Shehzad – Temporary
- Dr. Brooke Hoffman – Locum
- Dr. Maged Ghattas – Locum
- Dr. Daniel Weadick – Locum
- Dr. Anees Shehzad – Locum
- Dr. Ada Gu – Locum
- Dr. Sejal Joshi – Locum
- Dr. Andrew James (AJ) Willis
- RM Emily Eby – Locum with Midwives Grey Bruce
- RM Tanya Thompson-Stryker – Associate with Midwives Grey Bruce
- Dr. Sharita Manga – Locum
- Dr. Artur Wozniak – Radiologist
- Dr. Jeffery Illman – Radiologist

Question called – Motion CARRIED.

5.8 Director of Clinical Services/CNE Report

M. Dobson provided a report on clinical services.

- Recent changes in the clinical leadership hierarchy were discussed. Recruitment has commenced for the Director of Clinical Services / CNE position.
- Ongoing opportunities for professional development are offered to staff through the corporate Learning Management System (LMS), including the re-introduction of Grand Rounds.
- Following Laboratory Accreditation, SBGHC anticipates receiving formal certificate of accreditation in the coming days.
- A successful pharmacy inspection was reported, with actions established to address only partially met standards.
- Prevalence of COVID-19 in hospital related admissions remains low, while incidents of staff illness increase.
- The discontinuation of Pandemic Response Workers (screeners) is set to commence on October 9th, 2022, and replaced with passive screening, together with volunteers to assist with patient way-finding.

M. Dobson and T. Filsinger were thanked for assuming their new responsibilities as Interim Directors.

5.9 Director of Clinical Support & Ambulatory Care Services Discussed above.

5.10 Reopening of Clinical Services at SBGHC Topic of discussion to remain on the Board agenda.

6.0 Consent Agenda

Errors/Omissions:

(Motion 4)

MOVED by: D. Dunn
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 June 29th, 2022 and August 30th, 2022
- 6.2 Approved the Governance Committee Minutes of September 26th, 2022
 - 6.2.1 Governance Committee Terms of Reference
- 6.3 Approved the Corporate Resources Committee minutes of September 26th, 2022
 - 6.3.1 Compliance Statement – May, June, July, August 2022
 - 6.3.2 2021/22 Goals and Objectives
 - 6.3.3 2021/22 Committee Work Plan
 - 6.3.4 Corporate Resources Committee Terms of Reference
- 6.4 Approved the Kincardine Redevelopment Oversight Committee minutes of September 26th, 2022
- 6.5 Correspondence:
 - 6.5.1 Canada First Research Excellence Fund – Letter of Support

7.0 In-Camera Meeting

Guests were welcomed to connect with leadership with any questions in the days following the meeting.

(Motion 5)

MOVED by: Z. Ashley
SECONDED by: C. Oberle
To adjourn to an in-camera meeting at 1922 hours. Question called - Motion CARRIED.

The meeting moved out of in-camera at 2134 hours.

(Motion 3)

MOVED by: J. Haggarty
SECONDED by: C. Oberle
THAT the SBGHC Board of Directors approve a temporary full closure of ED services at the Chesley hospital as follows:

- Chesley ED closed 24 hours a day / 7 days a week for an 8-week period, effective October 7th, 2022;
- Evaluation of ability to re-open services on December 2nd, 2022 to occur the week of October 24th, 2022 prior to releasing the next nursing schedule.

Question called – Motion CARRIED.

8.0 Adjournment

The meeting was adjourned by motion by D. Dunn, seconded by J. Bagshaw at 2135 hours.
CARRIED.

9.0 Next Regular Meeting

November 2nd, 2022