



MINUTES of the **BOARD OF DIRECTORS** meeting held on **Thursday, April 06, 2017**, 17:00 hours, Auditorium, Met Campus, 1995 Lens Avenue, Windsor, Ontario.

PRESENT:

Lynne Watts, Chair

Lisa Landry

Dr. Laurie Freeman-Gibb

Dr. Maureen Muldoon

Anthony Paniccia

John Leontowicz

Pam Skillings

Ruth Orton

Arvind Arya

Leanne Leech

Dr. Gary Ing (ex-officio, non-voting)

David Musyj (ex-officio, non-voting)

Dr. Abdelrahman Elashaal (ex-officio, non-voting)

Dr. Roland Mikhail (ex-officio, non-voting)

Karen McCullough (ex-officio, non-voting)

STAFF:

Executive Committee

REGRETS:

Dr. Gerry Cooper (ex-officio, non-voting)

Patricia France

Bob Renaud

Dr. Minesh Singh (ex-officio, non-voting)

1. CALL TO ORDER :

The meeting was called to order at 1709 hours with Ms. Watts presiding as Chair, and Ms. Clark recording the minutes.

2. WELCOME:

The Chair welcomed Dr. Roland Mikhail to the Board of Directors.

3. PRESENTATIONS:

Professional Staff Credentialing & Re-Credentialing :

The presentation was distributed at the meeting.

Dr. Ing reviewed:

- The various categories of the professional staff as detailed in the Professional Staff By-Law.
- Each step of the credentialing process, beginning with planning, through to recruitment, credentialing and privileging.
- The Board's 19 responsibilities in the credentialing process.
- The contents of the application package for the initial appointment.
- The contents of the re-application package for yearly re-appointment privileges.
- The importance of the Impact Analysis.
- The Board's role in suspension, restriction and revocation of privileges.

4. DECLARATIONS OF CONFLICT OF INTEREST:

None noted.

5. PREVIOUS MINUTES – March 02, 2017

The minutes of the March 02, 2017 Board of Directors meeting had been previously distributed.

MOVED by Mr. A. Arya, **SECONDED** by Dr. L. Freeman-Gibb and **CARRIED**
THAT the minutes from the March 02, 2017 Board of Directors meeting be approved.

6. REPORT OF THE PRESIDENT & CEO:

Mr. Musyj referred to his written report. He asked Ms. McCullough to speak about the first item “Improving the Patient Flow”.

Ms. McCullough stated that there are seven initiatives with patient flow as a priority for 2017/18 as part of the SOP. The patient flow journey is attached to the initiatives from when the patient is admitted to when the patient is discharged. They include:

- Notifying the Admitting Department;
- Bed Turnaround;
- Transferring the Patient to the Bed;
- Robust Discharge Process;
- Robust Notification of Patient Discharge;
- Discharges by 11 am;
- Week-end Discharges.

Improvements to the above initiatives are essential. We have two processes – one at Met and one at Ouellette but we want to arrive with a future map of where we will go. The number of people attending the meetings including physicians, is a testament to the urgency of this work.

Mr. Musyj continued, speaking about the Bell Building which will house out-patient dialysis. We are targeting May 08 as the day for the first patients. The goal is to move in, in early May. The construction is progressing nicely. The existing facilities are tired and cramped with not a lot of space for the patients. In the new facility, we will have three floors and we will take over one and a half floors to renovate right now. There will be a total of thirty bays for both high and low risk patients. There will be segregated parking from the rest of the hospital.

Scheduling software: Two years ago, WRH and HDGH purchased a scheduling software system. HDGH has been working on implementing this and now WRH is in the early stages of implementation. It will take nine to twelve months to implement and is labour intensive.

WRH is hosting a career education program for young women and youth from the downtown core on April 26 at the Ouellette Campus. We are working with Leadership Windsor/Essex and Women’s Enterprise Skills Training of Windsor (West).

On May 2, we will once again host the annual Take a Walk in My Shoes at the Met Campus, where students from grades 11 and 12 will have an interactive tour of various departments and be teamed up with staff.

One hundred and five employees have accessed the Tuition Assistance Program. This is funded through our Foundation.

Dr. Godfrey Bacheyie will be receiving the 2017 Herb Grey Champion Award. Dr. Bacheyie lead the development of the NICU at the former Salvation Army Grace Hospital. Details are in Mr. Musyj's report. There is an event every 2 or 3 years to celebrate the lives of those who Drs. Bacheyie and Nwaesei have cared for.

We have had an overwhelming response to the call for volunteers in the Cuddler Program, which focuses on babies in the NICU. 10-15% of babies are born having drug addictions due to the health/life style of the mother. Unfortunately, a lot of the moms leave as soon as the baby is born and the baby is left here with us and the CAS. Holding and cuddling helps them go through the withdrawal process.

Last month, WRH announced a partnership with the Windsor Public Library (WPL) to explore the possibility of creating a jointly operated library at the new acute care hospital. We already have a library located internally at both Met and Ouellette. We can open up a library to the public and the WPL can use their expertise in running it. Currently, 40% of questions at their library are health-related. This is in the planning phase.

7. UPDATE – SCHULICH SCHOOL OF MEDICINE & DENTISTRY:

Dr. Cooper was absent but had submitted his written report.

8. FINANCIAL SUMMARY & TREASURER'S REPORT:

Ms. Leech referred to the power point presentation, which had been included in the Board package, highlighting the following:

- There are not a lot of changes between January and February.
- The MDRD issue caused a year to date negative margin of \$3.8 million; exclude MDRD and the negative margin is \$2.5 million.
- There is a year to date overall positive variance of \$2.545 million.
- Salaries are \$808,000 over budget, with benefits of \$1.218 million over budget.
- Drugs are \$1,279 million over budget.
- Ms. Leech reviewed the other expenses such as utilities, minor equipment, equipment maintenance, plant maintenance and supplies, and legal.
- Total weighted cases at Met show very little variance; at Ouellette, the total weighted cases have increased over those budgeted.
- There is little variance for the average LOS at both Met and Ouellette.
- Ms. Leech reviewed sick time at both campuses.
- Emergency Department visits are down at both campuses.
- Overtime is above target at Ouellette.

9. CONSENT AGENDA:

i) **Finance/Audit & Resources – March 27, 2017**

MOVED by Ms. L. Leech, **SECONDED** by Mr. A. Paniccia and **CARRIED** **THAT** the report from the March 27, 2017 Finance/Audit & Resources Committee meeting be accepted.

10. NEW BUSINESS: None

11. BUSINESS ARISING:

Enterprise Risk Management:

Mr. Wilson referred to the power point presentation, which had been included in the Board packages.

Last fall, the Board approved the formation of an Ad Hoc Committee, which was comprised of Bob Renaud, Monica Staley Liang, Adam Paglione, Mark Fathers and himself.

The purpose of this presentation to obtain Board approval of three motions. He stated that Risk Governance is the oversight of all risk management functions and reviewed the Board's role in that process. As well, he reviewed Management's role.

Mr. Wilson reviewed the activities of the Ad Hoc Committee which included:

- Evaluating best practice materials;
- Developing recommended answers to Board questions from November 2016;
- Revised best practice materials to "fit" WRH, and developed proposed WRH policy & framework for ERM.
- Incorporated OHA ERM conference material.

The Ad Hoc Committee established a proposed ERM framework and processes based on best practices.

Mr. Wilson reviewed the proposed policy and framework and the Board's role.

This may become part of the monthly committee review process. Mr. Wilson added that there is nothing new or innovative here. This is formalizing and standardizing practices already in place so we will have a standardized reporting method using our existing structure.

The Board will review three to five high priority risks at least quarterly, or as the situation dictates.

Mr. Wilson reviewed the Joint Steering Committee membership and the next steps to be taken. All activities are to flow through the ERM Risk Registry.

MOVED by Mr. D. Wilson, **SECONDED** by Mr. A. Arya and **CARRIED**
IT WAS RESOLVED THAT the proposed Enterprise Risk Management Policy for WRH,
as presented, be approved.

MOVED by Mr. D. Wilson, **SECONDED** by Dr. M. Muldoon and **CARRIED**
IT WAS RESOLVED THAT the proposed Enterprise Risk Management Framework, as
presented, be approved.

MOVED by Mr. D. Wilson, **SECONDED** by Ms. L. Landry and **CARRIED**
IT WAS RESOLVED THAT the Ad Hoc committee previously formed to develop the
proposed Enterprise Risk Management Policy and Framework be dissolved, and a new Joint
Enterprise Risk Management Steering Committee be formed.

12. CORRESPONDENCE/PRINTED MATTER:

- i) Media Report
- ii) “The Standard”
- iii) SOP Dashboard

13. BOARD member Questions, Comments or Notices of Motions: None

14. DATE OF NEXT MEETING:

Thursday, May 04, 2017, Met Auditorium

15. ADJOURNMENT:

There being no further business to discuss, it was

MOVED by Mr. A. Arya, **SECONDED** by Ms. L. Landry and **CARRIED**
THAT the April 06, 2017 Board of Directors meeting be adjourned at 1807 hours.

Lynne Watts, Chair
Board of Directors

Cheryle Clark
Recording Secretary

/cc