



MOTION/ACTION SHEET

From the

BOARD OF DIRECTORS MEETING

December 14, 2017

**RESOLUTION
NUMBER**

IT WAS RESOLVED THAT

17121401

the Board of Directors approves the appointment of KPMG as the Auditors for Windsor Regional Hospital for the 2017/18 fiscal year.

MINUTES of the **BOARD OF DIRECTORS** meeting held on **Thursday, December 14, 2017**, 17:00 hours, Auditorium, Met Campus, 1995 Lens Avenue, Windsor, Ontario.

PRESENT:

Lynne Watts, Chair

Patricia France

Pam Skillings

Dr. Maureen Muldoon

Michael Lavoie

Dr. Laurie Freeman

Cynthia Bissonnette

Leanne Leech

Dan Wilson

Bob Renaud

Ruth Orton

John Leontowicz

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

David Musyj (ex-officio, non-voting)

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

Karen McCullough (ex-officio, non-voting)

STAFF:

Executive Committee

REGRETS:

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

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

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

Lisa Landry

Arvind Arya

Anthony Paniccia

1. CALL TO ORDER :

The meeting was called to order at 17:11 hours with Ms. Watts presiding as Chair, and Ms. Clark recording the minutes.

2. DECLARATIONS OF CONFLICT OF INTEREST:

None noted.

3. PREVIOUS MINUTES – November 02, 2017

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

MOVED by Mr. J. Leontowicz, **SECONDED** by Ms. P. France and **CARRIED**

THAT the minutes from the November 02, 2017 Board of Directors meeting be approved.

4. REPORT OF THE PRESIDENT & CEO:

Mr. Musyj highlighted the following:

- In his report, Mr. Musyj wrote about the Command Centres that have been put in place at both campuses. The software for the Command Centres is being put through the Finance Committee. This is a model that is being adopted in Canada and the U.S. in some hospitals as well as in the UK, where some of our staff first saw it. The concept is to have all activities ranging from Security to patient flow happening inside one room. You get a snapshot of everything in the organization within that room. There are predictive models where you can predict what you will see in the future. The benefit in W/E is our population growth is not significant so the population we have is good for a predictive model. You can see how many surgeries you will have, right down to the name of the patient. That is the future where the model will go. Currently, it is focusing on patient flow throughout the hospital so we can care for patients coming from the E.R. It has been running since October 23. The numbers have increased a bit because of the season. Our average census is 80%

which is amazing and something we have never seen. It has a lot to do with being on top of the data and being prepared for what is coming through the doors and allows for a place where everyone can meet for discussion.

- We track patient harm index daily. For last week, Met had zero patient harm and Ouellette had two. When you are running the hospital at 80-85%, the harm index drops.
- Our LOS continues to be at expected or below. But we are heading into a rough season by all predictions.
- Ms. McCullough referred to the table drop concerning the Patient Flow Metrics Report for Medicine, which showed the results of our patient flow from last week. She thanked the Board for their belief in the staff. Because we were able to open the additional beds, we were able to realize about 85% daily. In 2016/17, the “Admit to Bed Times” category showed that it used to take 11 hours to get a bed. Now, at Met that number has dropped to 1.9 hours and at Ouellette, 2.5 hours. On Christmas Eve two years ago, the number of ALC patients was 110. Today we have 12 at Met and 17 at Ouellette. The Finance Committee visited the Command Centre to see how it works. It could work better if we had real time technology.
- Mr. Musyj said these are positive results. The Command Centre is at the top of the escalator at Met and at Ouellette, in the former Boardroom. The work and communication is impressive and puts us in a good position. This helps the E.R. as well and frees up capacity there. Volumes in the E.R. are starting to creep up. We have 10 additional beds for ALC at Ouellette. We are targeting additional beds for January 2, 2018. The LHIN has 18 more surge beds which would be located at Met. ALC beds at Ouellette generate \$500.00 per day in revenue.
- The Minister of Health came down for the announcement of Stage 2 and that was great. He said all the right things and was well prepared before he came down. Patrick Brown came down a couple of days later. Messrs. Cooke and Musyj had met with him previously in Toronto. He told them at that time that he supported the project and asked how he could articulate that. We agreed there would be a time and place for him to come out and support it. Patrick Brown spoke at the Chamber event recently in Windsor and said he supports the hospital and it is long overdue. When asked about location, he said to leave that up to local decision maker. Hoskins said our community engagement was the best he had seen in the province.
- There is a lot of work to do with examining the use of Ouellette. Meetings will be happening in the new year concerning our options. We will submit something to this Board and then to the LHIN and see what they do with it, and then on to the Ministry. The Ministry wants us to get that piece done first. But, there will be pressure from Infrastructure Ontario to move this along.
- \$5 million has been allocated to us for Stage 2.

- Ms. Watts stated she wanted to give credit to Mr. Musyj for his leadership concerning the new hospital.

5. UPDATE – SCHULICH SCHOOL OF MEDICINE & DENTISTRY:

Dr. Cooper referred to his report and stated he would answer any questions from the Board.

- Yesterday, Dr. Cooper travelled to London for a strategic retreat. There are some big issues happening with the medical school such as erecting new buildings and overhauling the curriculum at Western. There was discussion concerning the relationships between medical schools and hospitals in SW Ontario. There is great interest in what is happening here in Windsor and the Senior Executive in the organization are following us with great interest. The relationship between Schulich Medicine and WRH is different than with other large centres. Dr. Cooper spoke about the signage at the bottom of the escalator as an example. Other hospitals such as LHSC do not even want to talk about putting up signage in their facility.
- Next year, the campus in Windsor will be 10 years old and it has come a long way in a short period of time. This is a milestone for the entire community. The banquet, which is scheduled for March 19, 2018, will be open to partners in the community, so he asked that our Board please pencil that night in. It would be wonderful if WRH could buy a table. Dr. Wildeman has been helpful in transforming our community and that evening will also be our opportunity to thank him for his contributions.

6. TREASURER’S REPORT & FINANCIAL SUMMARY:

Ms. Leech referred to the summary and highlighted the following:

- As of the end of October, the Hospital had a \$5.6 million deficit. We had budgeted for a \$4.7 million deficit.
- One year ago, the deficit was \$4.3 million.
- Year to Date Results:
Negative hospital margin: \$4.5 million.
Deficit from hospital operations: \$5.6 million
Bottom line deficit: \$6.6 million
- One Time Events:
A \$494,000 credit, resulting from the WSIB NEER assessment (NEER assessment compares us to other hospitals).
- Revenue:
A negative variance of \$605,000 (under what we thought we would be).
Drug revenues exceeding our budget by \$791,000.
- Expenses:
Salaries are \$84,000 unfavourable to budget.
Benefits are \$488,000 under budget.
Med staff fees are \$554,000 favourable to budget.
Drugs are \$672,000 unfavourable to budget.
Med Surg supplies are \$242,000 unfavourable.

Other supplies and expenses are \$428,000 unfavourable.

- Actual total weighted cases are close to the budget for both campuses. We would like to see the numbers close to last year.
- ALOS shows a slight variance at both campuses.
- Actual Sick time and overtime are higher than our target.

Ms. Leech added that the Committee had a very interesting visit to the Command Centre.

7. CONSENT AGENDA: None

8. REPORTS:

i) Finance/Audit & Resources – November 27, 2017

Ms. Leech reported.

We typically make a motion concerning the auditors at the yearly AGM, but this was the year the organization went out to RFP. The Finance Committee recommended KPMG for another year.

MOVED by Ms. L. Leech, **SECONDED** by Mr. M. Lavoie and **CARRIED**
IT WAS RESOLVED THAT the Board of Directors approves the appointment of KPMG as the Auditors for Windsor Regional Hospital for the 2017/18 fiscal year.

MOVED by Ms. L. Leech, **SECONDED** by Dr. L. Freeman and **CARRIED**
THAT the report from the November 27, 2017 Finance/Audit & Resources Committee meeting be accepted.

Mr. Fathers stated that the hospital had received communication from the LHIN on the H-SAA extension. The LHIN has requested a further extension to the existing H-SAA to February 28, 2018. This will replace the existing agreement that would have expired on December 31, 2017.

MOVED by Ms. L. Leech, **SECONDED** by Mr. M. Lavoie and **CARRIED**
IT WAS RESOLVED THAT the Board of Directors authorizes the H-SAA Amending Agreement – Extension to February 28, 2018, be executed by the Chair of the Board and President & CEO.

ADDITIONALLY, the December 06, 2017 letter that was issued by the President & CEO as an accompaniment to the “Sign Back 2017/18 HSFR Allocations” be also attached.

The Fiscal Advisory Committee minutes from October 26, 2017 were included as FYI.

9. NEW BUSINESS:

2017 Board of Directors Self –Assessment results:

Ms. Watts referred to the results that were included in the Board packages. These results are the best yet for our Board; we exceeded all other 80 health care Boards, except in two

categories and we were even in those. This is something to be proud of and indicates how well our Board is functioning.

10. BUSINESS ARISING: None

11. CORRESPONDENCE/PRINTED MATTER:

- i) Media Report
- ii) “The Standard”

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

13. DATE OF NEXT MEETING:

Thursday, January 11, 2017, Met Auditorium

14. ADJOURNMENT:

There being no further business to discuss, it was

MOVED by Mr. J. Leontowicz, **SECONDED** by Ms. P. France and **CARRIED THAT** the December 14, 2017 Board of Directors meeting be adjourned at 1803 hours.

Lynne Watts, Chair
Board of Directors

Cheryle Clark
Recording Secretary

/cc