



**MINUTES** of the **BOARD OF DIRECTORS** meeting held on **Thursday, February 01, 2018**, 17:00 hours, Auditorium, Met Campus, 1995 Lens Avenue, Windsor, Ontario.

**PRESENT:**

Lynne Watts, Chair		
Arvind Arya	Lisa Landry	Dr. Gary Ing (ex-officio, non-voting)
Pam Skillings	Cynthia Bissonnette	David Musyj (ex-officio, non-voting)
Dr. Maureen Muldoon	Bob Renaud	Dr. Gerry Cooper (ex-officio, non-voting)
Michael Lavoie	Anthony Paniccia	Dr. Abdelrahman Elashaal (ex-officio, non-voting)
Dr. Laurie Freeman	John Leontowicz(departed 17:30)	
Leanne Leech (arrived 17:55)		

**STAFF:**

Executive Committee

**REGRETS:**

Dr. Minesh Singh (ex-officio, non-voting)	
Dr. Roland Mikhail (ex-officio, non-voting)	Dan Wilson
Karen McCullough (ex-officio, non-voting)	Patricia France

**1. CALL TO ORDER :**

The meeting was called to order at 17:05 hours with Ms. Watts presiding as Chair, and Ms. Clark recording the minutes.

Ms. Watts informed the Board that this afternoon Ms. Ruth Orton resigned from the Board effective immediately. She stated she would refer this to the Governance Committee for discussion/resolution.

As well, Mr. Dan Wilson had a bad fall on the week-end. He has had a hip replacement, and has a broken shoulder. He has a long recovery ahead.

Mr. Musyj introduced four MBA students from the Odette School of Business, who were in attendance, to observe the public Board meeting. One more student, Mr. Max Fantuz, was not able to attend the meeting. We have developed an on-site credit course that students can take at WRH. Mr. Musyj reviewed their credentials. He welcomed them to our Board meeting.

- Don St. John
- Natalie Sykora
- Nicole Vanderhoeff
- Prakul Sharma

## 2. **PRESENTATION:**

### **Enterprise Risk Management (ERM) update:**

Mr. Renaud stated this presentation would be an update on the project. Mr. Wilson is chair of the Steering Committee. WRH has always looked at risks but we needed to standardize the process. Many good things are happening.

Ms. Staley Liang: The last time we came to the Board, we had an ad hoc steering committee and we spoke about how it would align with our Mission and Vision. We needed in a governance and organizational way, to have an organized process on the risks for our organization that we can encounter. We now have an ERM Committee. The hospital working group is part of it. When we looked across the province and at other centres and what they have done, we have taken some of their work as the best for WRH. Staff will first work with the tool for about 3 months. An implementation and education plan will be next. We will not replicate in the ERM process, what we already do on the front line.

Mr. Paglione: We chose HIROC's ERM Risk Register as our preferred tool. It gives the user/senior leads a snapshot and is a helpful first look at the program. We have already begun to log risks. The HIROC tool shows the level of severity of the risk(s) and its likelihood and potential impact on the organization. The more data we enter, the more fruitful the collection of the data will be. Along with 90 other subscribers with HIROC, we can see each other's risks while maintaining anonymity, but we can see the tools they are using and what has been helpful or not. The Pilot is working well.

### **Next Steps:**

The Pilot will last about 3 months and we are one month into it now. We are working with Learning Resources for its roll out. YouTube video created by HIROC which would be good for the Board to see. Our Directors will be selected users.

Board question: How do you measure this from incidents that occur? I see an overlap.

Ms. Staley Liang: Our front line staff input into the RL6 incident reporting system. Each Director has a snapshot of their portfolio for their risks. With ERM, they can start to trend. RL6 gets shared but sometimes can be siloed. For ERM, when it gets to the VP level, all VP's will have all trends in their portfolio. This can generate a lot of reports. As we mature and this gets imbedded into our structure, we will have a lot of possibilities with this tool.

## 3. **DECLARATIONS OF CONFLICT OF INTEREST:**

None noted.

## 4. **PREVIOUS MINUTES – January 11, 2018**

The minutes of the January 11, 2018 Board of Directors meeting had been previously distributed.

**MOVED** by Mr. A. Paniccia, **SECONDED** by Mr. J. Leontowicz and **CARRIED**  
**THAT** the minutes from the January 11, 2018 Board of Directors meeting be approved.

## 5. REPORT OF THE PRESIDENT & CEO:

Mr. Musyj highlighted the following:

- Mr. Musyj spoke about the surge we have been experiencing. The Board became familiar with the Command Centre last month and the work we have done in the organization. Entering this season, we were in good shape in many areas across both campuses in the organization. Many organizations began to feel the impact of influenza last fall but we held off until about 10 days ago. We saw an immediate spike almost overnight. Patients were being admitted and staying longer and not leaving. The volume kept increasing. We have been working through that for the last couple of weeks. We have communicated with internal staff and the community. We want them to realize that if they are coming down with the influenza, first go to primary care instead of coming to the Emergency Department. The community has responded and overall, it has generally been quieter in the ED. We remain under a surge though.

The situation is sometimes not that perfect. Where you can accommodate a patient is not necessarily where you would want them to be. One of the issues we struggle with as an organization is that we have 20% private rooms between our two campuses and right now in particular, we can't necessarily put a medicine patient on a medicine unit. In a semi-private room or ward, we have to match up male/male, female/female with a similar infection in the same room. As well, it takes about one hour to clean a room when you move patients around. There is a lot of delay because we have limited capacity. One year ago, it took 11 hours to move a patient and it is now down 2-3 hours from the ED up to a bed. It is positive from that perspective.

The second problem is physical capacity. We opened 26 ALC beds on 2N at Ouellette. Across the system we only have approximately 40 ALC patients whereas previously we had many more. We have also put patients in PACU, using those areas as surge beds. We have a lack of private rooms, which would help moving patients up from the ED. This influenza is supposed to last another 7-9 weeks. There are multiple strains out there as well – Influenza A is the most difficult one. At same time, many LTC homes are on respiratory outbreak. Moving forward, the Minister sent out a letter stating they have factored into 2018/19, a continuation of the beds we opened.

We do not want to cancel surgeries to qualify for surge beds. We go out of our way to NOT cancel surgeries. To date, we have cancelled 19 surgeries, the majority of which have already been re-scheduled.

### **Zoning Submission:**

We have made our application to the City for zoning and the secondary plan amendment to support the hospital on County Road 42 and the 9<sup>th</sup> Concession. The City has 30 days to examine our submission and inform us if they need to see more information or changes. It will get posted publicly. There will be a City Council meeting sometime in June. WRH will not debate this going forward. Zoning is submitted and we have had input from neighbours. It is important to get the land zoned appropriately for an acute care hospital. All locations that were submitted for consideration of the new hospital would have had to go through zoning changes. This process is not unique to this property. As well, there will be no further debate concerning the location of the new hospital. The Minister has indicated that as well.

## 6. UPDATE – SCHULICH SCHOOL OF MEDICINE & DENTISTRY:

Dr. Cooper referred to his submitted report and highlighted the following:

- The Celebration of Excellence Banquet will occur on March 19, 2018. Thanks to WRH for supporting the evening with the purchase of tables.
- There are a series of three videos to help with physician recruitment that have been developed jointly with the City. The URL is : windsorphysicians.ca
- February and March are busy months. Chief Dean Sayers from the Batchewana First Nation will be giving the keynote address at the InterProfessional Education Day on March 26, 2018.
- Mr. Bob Renaud from this Board facilitated a conversation that Dr. Cooper and Dr. Reema Ray recently had with the Alzheimers Society on how tomorrow's physicians are being prepared to address the expected increase in dementia and Alzheimers in seniors.
- There is always a need to adapt your curriculum in medical education. A special guest from Vanderbilt University will be coming to meet with the academic leadership at the Windsor Campus on February 26.

## 7. TREASURER'S REPORT & FINANCIAL SUMMARY:

Mr. Paniccia reported for Ms. Leech. He referred to the summary and highlighted the following:

- We are now 9 months into the fiscal year.
- We are:
  - i) Over budget on salaries and wages.
  - ii) Over by 2.6% in supplies and other expenses.
- **YTD results:**
  - i) Negative hospital margin - \$7,309,000
  - ii) Deficit from Hospital operation - \$8,690,000
  - iii) Bottom line deficit - \$9,940,000
- **Revenue:**
  - i) YTD negative variance - \$1,021,000
- **Expenses:**
  - i) Salaries - \$1,534,000 or 0.9% over budget
  - ii) Benefits - \$896,000 under budget
  - iii) Med Staff fees - \$744,000 favourable to budget
  - iv) Drugs - \$489,000 unfavourable to budget
  - v) Med Surg supplies – \$479,000 unfavourable
  - vi) Other supplies and expenses - \$1,082,000 unfavourable
- **Patient Volumes:**
  - i) Met Campus - slightly down compared to budget but over last year.
  - ii) Ouellette Campus – slightly down compared to budget and about even with last year.
  - iii) Met ED visits – down by 1,880 – partly due to educating patients to get care in the right places.

- iv) Ouellette ED visits – down by 1,960 - partly due to educating patients to get care in the right places.

Mr. Musyj added, because of the deficit, we are working closely with the LHIN and Ministry and are making progress. Over the next couple of months, we should have positive news.

**8. CONSENT AGENDA:  
Finance/Audit & Resources – January 22, 2018**

**MOVED** by Mr. A. Paniccia, **SECONDED** by Mr. A. Arya and **CARRIED**  
**THAT** the report from the January 22, 2018 Finance/Audit & Resources Committee meeting be accepted.

**9. NEW BUSINESS: None**

**10. BUSINESS ARISING: None**

**11. CORRESPONDENCE/PRINTED MATTER:**

- i) Media Report
- ii) “The Standard” – no report submitted for February

**12. DATE OF NEXT MEETING:**

**Thursday, March 01, 2018, Met Auditorium**

**13. BOARD MEMBERS QUESTIONS, COMMENTS OR NOTICES OF MOTIONS:**

None.

**14. ADJOURNMENT:**

There being no further business to discuss, it was

**MOVED** by Ms. L. Landry, **SECONDED** by Ms. C. Bissonnette and **CARRIED**  
**THAT** the February 01, 2018 Board of Directors meeting be adjourned at 1809 hours.

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Lynne Watts, Chair  
Board of Directors

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Cheryle Clark  
Recording Secretary

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