

Meeting of the Board of Directors  
Wednesday, October 7, 2020  
3:00pm  
Boardroom & WebEx

2020-2021	Oct 7	Nov 4	Dec 2	Feb 3	Mar 3	Apr 7	May 5	Jun 2
P. van der Westen (Chair)	✓							
D. Ross	✓							
L. Ballantyne	✓ W							
A. Dale	✓ W							
D. Harvey	✓ W							
R. Hodgkinson	X							
S. Martyn	✓ W							
R. Robertson	✓ W							
M. Vreman	✓ W							
Dr. Chehadi	✓							
Dr. Mills	✓ W							
Dr. P. Hammond	X							
R. Biron	✓							
K. Davies	✓ W							
J. Thorner	✓ W							
<b>*W – Denotes joining the meeting via Webex</b>								

**1. Call to Order**

Peter van der Westen called the meeting to order at 2:59pm and asked Sheri Nolan to conduct a roll call.

**2. Approval of Agenda**

MOTION

MOVED by Dan Ross, SECONDED by David Harvey, that the Board of Directors approve the agenda as presented.

CARRIED

**3. Quality Improvement Plan Indicators & Definitions – August 2020**

Peter van der Westen invited Karen Davies to provide the Board of Directors with a brief review of the Quality Improvement Plan indicators for the month of August 2020. Ms. Davies noted the following:

- Year-to-date all indicators are green, meaning that STEGH is meeting or exceeding the targets that have been set.
- *Did you receive enough information from hospital staff at discharge?*  
This metric does not have data available at present, as there is a lag in reporting from National Research Corporation (NRC) Picker Survey responses. Data will be updated when it becomes available.
- *Readmission rate for STEGH COPD discharges readmitted*

July & August 2020 data are not available yet.

#### **4. Declaration of Conflicts of Interest**

None declared.

#### **5. Approval of Draft Minutes of Prior Meetings**

The June 3, 2020 Pre Annual General draft Meeting Minutes and June 3, 2020 Post Annual General draft Meeting Minutes were pre-circulated with the Board package for review.

MOTION

MOVED by Linda Ballantyne, SECONDED by Dan Ross, that the Board of Directors approve the June 3, 2020 Board of Directors Pre Annual General draft Meeting Minutes as presented.

CARRIED

MOTION

MOVED by Rick Robertson, SECONDED by Sally Martyn, that the Board of Directors approve the June 3, 2020 Board of Directors Post Annual General draft Meeting Minutes as presented.

CARRIED

#### **6. Committee Reports**

##### **6.1 Governance Committee**

##### **6.1.1 Governance Committee Draft Meeting Minutes (September 9, 2020)**

The Governance Committee draft Meeting Minutes from September 9, 2020, were pre-circulated with the Board package for information purposes.

##### **6.1.2 2020-2021 Governance Committee Annual Work Plan**

The 2020-2021 Governance Committee Annual Work Plan, was pre-circulated with the meeting package for review and approval.

Mr. Ross advised that due to COVID-19 limitations, the items as listed below will be completed as necessary, on hold or deferred. That the;

- Director Education will be on hold
- on-line education for topical issues will be completed as necessary
- Annual Board Retreat be deferred to 2021/22
- the decision for Board, Committee and Chair Assessment and Evaluation will be considered by the Committee at the January 13, 2021 meeting
- Board Huddles will be on hold until 2021/22

MOTION

MOVED by Dan Ross, SECONDED by Rick Robertson, that the Board of Directors approve 2020-2021 Governance Committee Annual Work Plan, as presented.

CARRIED

##### **6.1.3 2019-2020 Board Director Annual Evaluation Results Report**

The 2019-2020 Board Director Annual Evaluation Results Report was pre-circulated with the meeting package for information and discussion purposes.

Dan Ross reviewed last year's results report from the self-evaluation. Overall, the results show that STEGH scored in similar range to community hospital comparators. One area that showed a lower score related to consent agendas, which STEGH Board has specifically chosen not to use as part of its Board meetings.

Mr. van der Westen advised that two Board Member applications were received and that these candidates will be interviewed in the near future.

## **6.2 Human Resources Committee**

### **6.2.1 2020-2021 Human Resources Committee Annual Work Plan**

The 2020-2021 Human Resources Committee Annual Work Plan, was pre-circulated with the meeting package for review and approval.

Linda Ballantyne reviewed the HR Committee work plan and specifically drew attention to item #6 "CEO and COS Performance Evaluation". Ms. Ballantyne noted that due to the current pandemic, that the committee will assess the need for a 360 performance review for the CEO and COS in January 2021. She also noted that other evaluation components will be completed as outlined in the policies and draft report in April 2021. Results will be reviewed in May 2021.

#### **MOTION**

MOVED by Linda Ballantyne, SECONDED by Dan Ross, that the Board of Directors approve 2020-2021 Human Resources Committee Annual Work Plan, as presented.  
CARRIED

## **6.3 Finance & Audit Committee**

### **6.3.1 Finance & Audit Committee Draft Meeting Minutes (September 15, 2020)**

The Finance & Audit Committee draft Meeting Minutes from September 15, 2020, were pre-circulated with the Board package for information purposes.

### **6.3.2 2020-2021 Finance & Audit Committee Annual Work Plan**

The 2020-2021 Finance & Audit Committee Annual Work Plan, was pre-circulated with the meeting package for review and approval. Mr. Robertson drew attention to item #4, Financial Reporting, which includes monitoring the Line of Credit and COVID-19 expenditures / funding.

#### **MOTION**

MOVED by Rick Robertson, SECONDED by Dan Ross, that the Board of Directors approve 2020-2021 Finance & Audit Committee Annual Work Plan, as presented.  
CARRIED

### **6.3.3 2020-2021 First Quarter Financial Report**

The 2020-2021 First Quarter Financial Report, was pre-circulated with the meeting package for review. Mr. Robertson provided a brief overview of the Operating Statements and presentation of the COVID-19 expenditures and impact on net position. In addition, the Balance Sheet was reviewed and the Line of Credit position specifically noted given the impact of COVID-19. Mr. Biron highlighted that there is a timing issue with Ministry of Health flowing the recovery of the COVID-19 expenditures. The initial two months of COVID-19 expenditures (March and April 2020) have been fully funded and flowed, and submissions have been completed for the remaining months.

## MOTION

MOVED by Rick Robertson, SECONDED by Dan Ross, that the Board of Directors receive the 2020-2021 First Quarter Financial Report as presented.

CARRIED

- 6.3.4** 2020-2021 First Quarter – Certification of Obligations of Statutory Payments  
Rick Robertson referred to the First Quarter Certification of Obligations of Statutory Payments document that was pre-circulated with the meeting package.

## MOTION

MOVED by Rick Robertson, SECONDED by Dan Ross, that the Board of Directors receive the 2020-2021 First Quarter - Certification of Obligations of Statutory Payments as presented.

CARRIED

- 6.3.5** Line of Credit  
Rick Robertson referred to a briefing note that was pre-circulated with the meeting package, which pertains to the hospital's line of credit. The committee was reminded of its approval to increase to the hospital's line of credit from \$6 million to \$12 million on April 8, 2020 in response to the COVID-19 pandemic. This motion was to be reassessed on or before October 31, 2020.

Management recommended that STEGH maintain the Line of Credit limit at \$12 million as previously approved by the Board and to reassess the credit limit on or before June 30, 2021.

## MOTION

MOVED by Rick Robertson, SECONDED by Dan Ross, that the Board of Directors approve maintaining the Hospital's Line of Credit limit at \$12 million and reassess the credit limit on or before June 30, 2021.

CARRIED

**6.4 Quality & Safety Committee**

- 6.4.1** Quality & Safety Committee Draft Meeting Minutes (September 17, 2020)  
The Quality & Safety Committee draft Meeting Minutes from September 17, 2020, were pre-circulated with the Board package for information purposes.
- 6.4.2** 2020-2021 Quality & Safety Committee Annual Work Plan  
The 2020-2021 Quality & Safety Committee Annual Work Plan, was pre-circulated with the meeting package for review and approval.

Amy Dale noted that in 2020/21, the COVID pandemic will be a focus of discussion for this committee and that topics are dependant on the pandemic activity in Elgin and any impacts to hospital operations. As well, minor changes to the work plan, in comparison to prior year, were noted.

## MOTION

MOVED by Amy Dale, SECONDED by Linda Ballantyne, that the Board of Directors approve 2020-2021 Quality & Safety Committee Annual Work Plan, as presented.

CARRIED

### 6.4.3 March 2020 Staff Survey Results

The March 2020 Staff Survey Results presentation was pre-circulated with the meeting package for information purposes.

Amy Dale reviewed the presentation at a high level. Ms. Dale noted that even though faced with a global pandemic, 42% of STEGH staff responded to this survey and a high majority of staff rated STEGH as an Excellent, Very Good or Good place to work.

## 7. Other Business

### 7.1 Board of Directors 2020-2021 Draft Annual Work Plan

The draft Board Work Plan was pre-circulated with the meeting materials.

Mr. van der Westen advised that the Strategic Planning and Monitoring item #11 of the work plan will be put on hold due to the COVID-19 pandemic. He also advised that the need for Board performance and effectiveness evaluations will be assessed at the Governance committee meeting in January 2021.

Members agreed to amend the 2020/21 Board of Directors Work Plan to add a line item to address the Board's role in monitoring COVID-19 activities and response, drawing from the Governance Committee Work Plan.

#### MOTION

MOVED by Dan Ross, SECONDED by Rick Robertson, that the Board of Directors approve the 2020-2021 Draft Annual Work Plan as amended.

CARRIED

### 7.2 COVID-19 Update

A COVID-19 Briefing Note was pre-circulated with the meeting materials, which provided an update on key activities provincially and at the hospital. Mr. Biron noted a new development since the report – there is currently one Long-Term Care home outbreak in Elgin. This outbreak consists of one staff member who contracted the virus in the community. He also noted that the Province also expanded public health measures, including the size of social gatherings.

STEGH's Assessment Centre saw a dramatic increase in volume of calls for appointments. The increase can be attributed to school reopening and the second pandemic wave. STEGH has implemented priority testing for staff. Mr. Biron also noted that our colleague and partner West Elgin Community Care Centre (WECHC) is also looking to establish a testing centre.

Mr. Biron advised that Ontario Health West has committed to fund a mobile testing service for Elgin for those hard to reach and marginalized populations. STEGH will act in the paymaster role with Elgin EMS providing the mobile testing service. Details of this partnership are currently being arranged.

Robert Biron advised that STEGH has received full reimbursements for the submitted COVID operating expenditures for both March and April 2020. The funding excludes capital expenditures which is likely to be addressed separately in the future. Physician

compensation amounts were received up to and including August 2020. The final reconciliation for staff pandemic pay will be submitted to Ontario Health in October 2020.

### 7.3 Elgin OHT Update

A presentation report, providing an update on the project plan to complete the Full Application for the Elgin OHT, was pre-circulated as part of the meeting materials.

Mr. van der Westen noted that he, Dan Ross, Robert Biron and Karen Davies attend the meetings.

Elgin's OHT has a broad range of sector partners; Home and Community Services, Primary Care, Mental Health, Public Health, Long-Term Care, Acute Care and Patients/Caregivers. Re-engagement of the Elgin OHT has begun. The OHT is currently working on validating their shared vision, guiding principles and values. The next steps include; Phase 3 – Develop Content for Full Application, Phase 4 – Consultation and Validation, Phase 5 – Draft Full Application and Phase 6 – Board Governors Approval (December 2020). Engagement activities will commence virtually between Phases 3 and 4. It was noted that a special meeting of the Board of Directors may need to be called in December for approval (Phase 6).

It was noted that Ministry of Health has shifted and updated its approach for governance, specifically leveraging the lessons learned from the early adopters. New "Collaborative Decision Making Arrangement" (CMDA) guidelines have been released and will be a key deliverable as part of the application process. CMDA are agreed upon rules and processes that enable leaders to successfully engage in decision making to achieve goals, accountabilities and opportunities for improving care.

A more streamlined OHT Application has been implemented. Fully approved OHTs will receive funding in the amount of \$750,000 in FY2021-22 beginning April 1<sup>st</sup>.

### 8. Officer Reports

The Officer reports for the Board Chair and STEGH Foundation were pre-circulated with the meeting package. The officer report for Chief of Staff was provided verbally.

Mr. van der Westen noted that the Board would like to thank all of STEGH's staff and physicians for their commitment and hard work during the pandemic. Robert Biron and Peter van der Westen to determine the best way the Board can recognize staff.

Dr. Chehadi noted that STEGH's discharge metric is still green even as occupancy numbers continue to climb. He wanted to advise the Board on the teamwork behind the scenes. People are coming together to cover each other, sometimes last minute. Physician recruitment and hiring is still continuing. He advised that STEGH now has a full complement of four psychiatrists.

Judy Thorner, the new Board Chair for the STEGH Foundation advised that they are fully with a complement of 5 staff. The Foundation experienced great success from the Tim Horton's Smile Cookie initiative. The Foundation has committed to raising \$1,000,000 this year. A new monthly 50/50 draw

fundraising initiative began in October 2020. Judy did note that STEGH Foundation staff and Board of Directors, as well as STEGH Board of Directors and family members living in the same household are not permitted to purchase tickets and are not eligible to win.

**MOTION**

MOVED by Dan Ross, SECONDED by Rick Robertson, that the Board of Directors receive the Officer reports as presented.

CARRIED

**9. Correspondence / Information**

**9.1 OHA Advocacy Relating to COVID-19 Hospital Costs**

The OHA Advocacy Relating to COVID-19 Hospital Costs paper was pre-circulated with the meeting package for information purposes. Robert Biron encouraged the Directors to read the Executive Summary of the report as it has some important insight into understanding the impact of COVID-19 on Ontario hospital finances.

**9.2 2020-21 HIRF Minister Letter**

A one-time funding letter from the Office of the Deputy Premier and Minister of Health regarding the Hospital Infrastructure Renewal Fund (HIRF) was pre-circulated with the meeting package for information purposes.

**10. In-Camera Meeting**

**10.1 Move to In-Camera**

**MOTION**

MOVED by Sally Martyn, SECONDED by Rick Robertson, that the meeting of the Board of Directors move to the in-camera portion of the meeting.

CARRIED

Having completed the In-Camera meeting, the meeting resumed in the open session.

**11. Termination of Meeting**

**MOTION**

MOVED by Rick Robertson, SECONDED Dan Ross, that the Board of Directors terminate the meeting.

CARRIED