

## Meeting of the Board of Directors

Wednesday, October 6, 2021

3:00pm

Zoom Video-Conferencing

2021-2022	Oct 6	Nov 3	Dec 1	Feb 2	Mar 2	Apr 6	May 4	Jun 1
P. van der Westen (Chair)	✓							
D. Ross	✓Z							
L. Ballantyne	✓Z							
A. Dale	✓Z							
D. Harvey	✓Z							
R. Hodgkinson	✓Z							
S. Martyn	✓Z							
M. Vreman	✓Z							
H. Lenfesty	✓Z							
Dr. Chehadi	✓Z							
Dr. J. Armstrong	✓Z							
Dr. P. Hammond	✓Z							
K. Davies	✓							
C. Watkin	✓Z							
J. Thorner	✓Z							

\*Z – Denotes joining the meeting via Telephone

### 1. Call to Order

Peter van der Westen called the meeting to order at 3:00pm and asked Andrea McNaughton conduct a roll call. Mr. van der Westen then asked Karen Davies to provide an update on the recruitment of the two new Vice-Presidents at STEGH.

Ms. Davies shared that following an extensive recruitment process, Craig Watkin was selected as the successful candidate for the position of Vice-President of Patient Services and Chief Nursing Executive. Ms. Davies then shared that Monica Olanski who was hired as interim Vice-President to take over upon Mary Stewart's retirement, recently accepted an offer of permanent position as the Vice-President of Patient Services.

Mr. van der Westen welcomed both Mr. Watkin and Ms. Olanski to the Board meetings.

### 2. Approval of Agenda

MOTION

MOVED by Richard Hodgkinson, SECONDED by Harold Lenfesty, that the Board of Directors approve the agenda as presented.

CARRIED

### 3. Virtual Lean Huddle / Virtual Meetings

Following a review of the Internal Quality Indicators, Mr. van der Westen asked Ms. Davies to provide her suggestions for the virtual huddles, which would enhance the experience, as well as, assist the Board in returning to a routine state for monthly meetings.

Ms. Davies shared that one option would be to have Kevin Bahadur, one of STEGHs Lean experts, provide a virtual huddle of the Executive/Board Directors huddle board outside of the Boardroom via video feed. Another option is for Board Directors to join the leadership team in their virtual Tier 2 huddle on Thursdays at 11:00am via Zoom. Finally, the option to return to having Dana Borrie, Patient Experience Specialist, provide a patient story via zoom.

Mr. van der Westen asked if anyone else had suggestions for ways to make the virtual meetings more engaging.

Richard Hodgkinson shared the idea of recording a Gemba walk of a particular area of the hospital and playing the recorded video at the Board meeting.

### **Internal Quality Indicators & Definitions – August 2021**

Karen Davies provided an overview of the Internal Quality Indicators for the month of August 2021. Highlighting the indicators that were not meeting the targets included:

- Medication Reconciliation at Discharge  
This indicator is red, showing 87% for the months of July and August with an overall year-to-date percentage of 89. Target is 90%.
- Readmission rate for STEGH COPD discharges readmitted. Target less than 15%.  
There is a delay in data reported for the months of July 2021 and August 2021 and data will be updated when it becomes available.
- Percent of Workplace Safety Incidents with Follow Up Completed within 48 Hours - *June 1 start.*  
This indicator is red, showing 69.2%, 66.7%, and 86.8% for the months of June, July and August respectively, with an overall year-to-date percentage of 75%. Target is 90%.  
Although this target shows red for the year-to-date, it is trending in the right direction.
- Number of Workplace Violence Incidents reported by Employees.  
This indicator does not have a specific target; rather it is monitored monthly. Year-to-date there have been 47 incidents reported.

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

None declared.

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

##### **5.1 June 2, 2021 Pre Annual General Meeting Minutes**

The June 2, 2021 Pre Annual General Meeting draft minutes were pre-circulated with the Board package for review.

Harold Lenfesty noted an error that the attendance showed him being absent and yet he was in attendance and moved a motion in the minutes. Andrea McNaughton stated that she would make this amendment to the minutes.

#### **MOTION**

MOVED by Richard Hodgkinson, SECONDED by Harold Lenfesty, that the Board of Directors approve the June 2, 2021 Pre Annual General Meeting draft minutes as presented.

CARRIED

## 5.2 June 2, 2021 Post Annual General Meeting Minutes

The June 2, 2021 Post Annual General Meeting draft minutes were pre-circulated with the Board package for review.

### MOTION

MOVED by Dan Ross, SECONDED by Richard Hodgkinson, that the Board of Directors approve the June 2, 2021 Post Annual General Meeting draft minutes as amended.

CARRIED

## 6. Committee Reports

### 6.1 Governance Committee

#### 6.1.1 Governance Committee Draft Meeting Minutes (September 8, 2021)

The Governance Committee draft Meeting minutes from September 8, 2021, were pre-circulated with the Board package for information purposes.

#### 6.1.2 2021-2022 Governance Committee Annual Work Plan

The 2021-2022 Governance Committee Annual Work Plan, was pre-circulated with the meeting package for review and approval.

Mr. Ross advised that similar as with last year, due to COVID-19 limitations, some items will be completed as necessary, while others will be on hold or deferred.

### MOTION

MOVED by Dan Ross, SECONDED by Amy Dale, that the Board of Directors approve the 2021-2022 Governance Committee draft Annual Work Plan, as presented.

CARRIED

#### 6.1.3 Board of Director Vacancies – Potential Candidates

Peter van der Westen shared that Karen Davies had approached him sharing her concern that a potential conflict of interest could be perceived with regard to, herself as President & CEO, being part of the interview process, as it is presently set out. Mr. van der Westen shared that by having a motion that reads that the President & CEO participate in the interview process as a non-voting, ex-officio member, it would remove any potential conflict of interest from the President & CEO.

### MOTION

MOVED by Sally Martyn, SECONDED by Dan Ross, that the Board of Directors approve the process of interviewing candidates for the position of Board Directors by the Board Chair, Board Vice-Chair, Governance Committee Vice-Chair and the President & CEO as a non-voting, ex-officio Board member, as recommended by the Governance Committee.

CARRIED

### 6.2 Human Resources Committee

#### 6.2.1 Human Resources Committee Draft Meeting Minutes (September 9, 2021)

The Human Resources Committee draft Meeting minutes from September 9, 2021, were pre-circulated with the Board package for information purposes.

#### 6.2.2 2021-2022 Human Resources Committee Annual Work Plan

The 2021-2022 Human Resources Committee Annual Work Plan, was pre-circulated with the meeting package for review and approval.

Ms. Ballantyne advised that similar as with last year, due to COVID-19 limitations, some items would be completed as necessary, while others would be on hold or deferred. The one change to the annual work plan was to add an additional meeting. According to the Committee Charter, four meetings are to be held per Board year; however, the work plan presently only shows three scheduled meetings. Therefore, an additional meeting has been tentatively scheduled and will be added to the work plan once approved.

#### MOTION

MOVED by Linda Ballantyne, SECONDED by Meaghan Vreman, that the Board of Directors approve the 2021-2022 Human Resources Committee draft Annual Work Plan, as amended.

CARRIED

#### 6.2.3 Transition to CEO – 30/60/90 Days - Presentation

Ms. Ballantyne shared that the Transition to CEO – 30/60/90 Days – Presentation was included in the meeting package for information purposes.

### 6.3 Finance & Audit Committee

#### 6.3.1 Finance & Audit Committee Draft Meeting Minutes (September 15, 2021)

The Finance & Audit Committee draft Meeting minutes from September 15, 2021, were pre-circulated with the Board package for information purposes.

#### 6.3.2 2021-2022 Committee Charter – Amendment

Ms. Vreman noted that the committee reviewed and discussed the Committee Charter Terms of Reference and the following amendments to the document were recommended:

- Recommendation to amend the Committee Charter, and subsequently the Governance Policy manual at the Annual General Meeting, to reflect the required number of meetings for Finance & Audit Committee be changed from “six meetings” to “five meetings, or more frequently as circumstances dictate”.
- Change of the work plan to remove the March 2022 meeting, as per the recommended change to the 2021-2022 Committee Charter.

#### MOTION

MOVED by Meaghan Vreman, SECONDED by Dan Ross, that the Board of Directors, approve the recommendation the amendment to the Finance Committee Charter, *item 2.1.2 Meetings*, to reflect that the required number of meetings for Finance & Audit Committee be changed from 6 meetings to 5 meetings, or more frequently as circumstances dictate.

CARRIED

#### 6.3.3 2021-2022 Finance & Audit Committee Annual Work Plan

The 2021-2022 Finance & Audit Committee Annual Work Plan, was pre-circulated with the meeting package for review and approval.

Ms. Vreman shared that changes included:

- Recommendation to change the 2021-2022 Finance & Audit Committee work plan to remove the March 2022 meeting as it does not have any items for review nor is it required for the purposes of completing required work.

- Recommended change to the 2021-2022 Committee Charter and thus the Governance Policy Manual Section 2.1.2 Meetings to read, “The Committee shall meet at least five (5) times annually, or more frequently as circumstances dictate.”

MOTION

MOVED by Meaghan Vreman, SECONDED by Richard Hodgkinson, that the Board of Directors recommend the 2021-2022 Finance & Audit Committee draft Annual Work Plan, as amended.

CARRIED

**6.3.4** 2021-2022 First Quarter Financial Report

The 2021-2022 First Quarter Financial Report, was pre-circulated with the meeting package for review. Ms. Vreman provided a brief overview of the Operating Statements and presentation of the COVID-19 expenditures and impact on net position.

MOTION

MOVED by Meaghan Vreman, SECONDED by Richard Hodgkinson, that the Board of Directors receive the 2021-2022 First Quarter Financial Report as presented.

CARRIED

**6.3.4** 2021-2022 First Quarter – Certification of Obligations of Statutory Payments

Ms. Vreman referred to the First Quarter Certification of Obligations of Statutory Payments document that was pre-circulated with the meeting package.

MOTION

MOVED by Dan Ross, SECONDED by Richard Hodgkinson, that the Board of Directors receive the 2021-2022 First Quarter - Certification of Obligations of Statutory Payments as presented.

CARRIED

**6.4** **Quality & Safety Committee**

**6.4.1** Quality & Safety Committee Draft Meeting Minutes (September 16, 2021)

The Quality & Safety Committee draft Meeting Minutes from September 16, 2021, were pre-circulated with the Board package for information purposes.

**6.4.2** 2021-2022 Quality & Safety Committee Annual Work Plan

The 2021-2022 Quality & Safety Committee Annual Work Plan, was pre-circulated with the meeting package for review and approval.

Ms. Dale shared that an inquiry was made about the Quality Improvement Plan (QIP) and the Development of the QIP. Recently information has become available that Ontario Health Teams (OHTs) are required to have a Community Quality Improvement Plan (CQIP) and that hospitals and OHTs can align their QIPs together; thus indicating that in the future QIPs would be reinstated in hospitals.

Following a discussion, the committee suggested that an amendment to the work plan be made in relation to item #6 QIP Development to review the annual QIP developed by management at the November 18, 2021 Quality & Safety Committee meeting.

MOTION

MOVED by Amy Dale, SECONDED by Richard Hodgkinson, that the Board of Directors approve 2021-2022 Quality & Safety Committee draft Annual Work Plan, as amended.

CARRIED

**6.4.3 March 2021 Staff Survey Results**

The March 2021 Staff Survey Results presentation was pre-circulated with the meeting package for information purposes.

Ms. Dale reviewed the presentation at a high level. Ms. Dale noted that even though faced with a global pandemic, 74.7% 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 2021-2022 Draft Annual Work Plan**

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

Peter van der Westen reviewed the work plan one item at a time, which included reviewing the on-going responsibilities related to COVID-19 pandemic and the requirement to allow for some degree of flexibility as a result. Mr. van der Westen advised that the Strategic Planning and Monitoring item #11 of the work plan will continue to be 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 2022.

Mr. van der Westen made the recommendation to review work plan item #38 – *COVID implications and demands*, on a quarterly basis.

**MOTION**

MOVED by Harold Lenfesty, SECONDED by Dan Ross, that the Board of Directors approve the 2021-2022 Draft Annual Work Plan as amended.

**CARRIED****7.2 COVID-19 Update**

Karen Davies provided a verbal update on COVID-19.

Within the Southwest area, which encompasses Oxford and Elgin, there has been an increase in numbers of COVID positive persons. Last week in Elgin, there were an average of 5 persons per day testing positive and this week it is an average of 10 persons per day testing positive. The majority of COVID positive people are under 40 years of age and unvaccinated. More females than males are affected.

The number of COVID positive in the Oxford Elgin area is currently 77 people.

Woodstock, St. Thomas, Aylmer, Tillsonburg and Norwich have the highest COVID positive rates in the Southwest region, all of which are the Delta Variant

Eighty-three percent of residents in the Oxford Elgin area have received their first dose of the vaccine and 80% are fully vaccinated. In an attempt to encourage more residents to receive the vaccine, the Southwest Public Health (SWPH) is organizing several pop-up clinics to target those who are unvaccinated.

The STEGH COVID Assessment Center is now back open 7 days per week and are at max capacity of 180 tests per day.

As of today, there are 4 COVID positive patients in hospital; 2 patients on the Intensive Care Unit (ICU) and 2 patient on the Acute Medicine Units. 3 of the 4 patients are non-vaccinated.

Currently, STEGH has 97% of staff, physicians, volunteers, and students that are double vaccinated. As of this past Monday, October 4, 2021, staff were notified that a mandatory vaccine policy for staff/physicians is in effect and that the deadline to receive

the first vaccine is October 20 and November 18 for second vaccine. This affects 30 staff members and 2 physicians. By the end of this week all unvaccinated staff and physicians will have met with their leader, the Human Resources department and if applicable, their union representative. For those who chose to not be vaccinated by the key dates, they will then be placed on an unpaid leave of absence.

### 7.3 Elgin OHT Update

Karen Davies provided the Board with a brief verbal update with regard to the Elgin OHT.

Ms. Davies noted that the Elgin OHT was formally approved in cohort three on September 17, 2021 and that funding will now begin flowing by the end of October with approximately \$170K per quarter. The next steps include hiring an Executive Director and support staff for the Elgin OHT.

## 8. Officer Reports

### 8.1 Board Chair Report

The Officer report for the Board Chair was pre-circulated with the meeting package.

Peter van der Westen shared that the summer months were very busy with meetings, especially regarding the leadership changes at STEGH; these meetings involved Robert Biron and Karen Davies, as well as a meeting with Jeff Yurek. Mr. van der Westen shared that during the meeting with MPP Yurek, a discussion occurred regarding the status of projects at STEGH and the stages of said projects were within their respective government processes. Mr. van der Westen shared that he continues to have regular communications with Ms. Davies.

Mr. van der Westen stated that the Board is looking for ways to express its sincere thanks to the staff and physicians for their continued efforts in the fight against the COVID-19 pandemic. Options included; a video message from the Board Chair and Vice-Chair, a memo to all staff, or a greeting from Board members at the staff entrances.

Harold Lenfesty shared that the recognition of staff could also come in the form of ensuring that staff have access to the training they feel is necessary to adequately care for the patients. Karen Davies stated that she would add this to the list of discussion items that she and Karen Riddell in Human Resources would investigate.

David Harvey shared a thought regarding the recruitment process of new Board Directors and the need to consider gender equity and equality on the Board along with the other skill sets that are sought after. Linda Ballantyne shared that equity, diversity, and inclusion should be measured when considering an applicant for a potential position on the Board.

Mr. van der Westen shared that with two new Board members are being recruited and would be joining the Board in a virtual capacity for the near future, that it would be a good idea to strategize ways in which the Board can be more connected, engaged and meaningful during Board meetings. Mr. van der Westen suggested the option of having a Board event off site from the hospital where they members could join, while maintaining safety and socialise with one another.

Richard Hodgkinson suggested that Zoom could be used to hold a social event where members just join to socialize and get to connect and know each other better.

Dan Ross then offered his home in Port Stanley to have a socially distanced get together on his enclosed sun porch.

Judy Thorner shared that the Foundation Board had recently met in person at Pinafore Park and had a boxed lunch provided while they were able to have an informal discussion.

Mr. van der Westen asked that if anyone else has any ideas that to please share them with Andrea McNaughton.

**8.2 President and CEO Report**

The Officer report for the President & CEO was pre-circulated with the meeting package.

**8.3 Chief of Staff Report**

The Officer report for the Chief of Staff was provided verbally at the meeting.

**8.3 STEGH Foundation Report**

The Officer report for the STEGH Foundation was pre-circulated with the meeting package.

**MOTION**

MOVED by Richard Hodgkinson, SECONDED by Harold Lenfesty, that the Board of Directors receive the Officer Reports as presented.

CARRIED

**9. Correspondence / Information**

None.

**10. In-Camera Meeting**

**10.1 Move to In-Camera**

**MOTION**

MOVED by Dan Ross, SECONDED by Harold Lenfesty, 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 Harold Lenfesty, SECONDED by Richard Hodgkinson, that the Board of Directors terminate the meeting.

CARRIED