



**BOARD OF DIRECTORS MEETING**

Tuesday, September 28, 2021 at 4:00 pm

Location: Board Room, In Person, Virtual and Phone

**PRESENT**

**In Person:** Kevin Huestis (Chair), Margaret Beatty (President and CEO), Karen MacGinnis, Carrie Hayward, Sandra Conley, Robbie Beatty, Jennifer Glover.

**Virtual:** Paul Nichols, Liz Mathewson, Nancy French, Cathy Vosper, Michael Bunn, Trish Wood, Megan McCarrell, Douglas Hunt, Dr. Bruce Bain.

**REGRETS:** Sandra Chapman, Dr. Kelly Parks, Bruce Thompson.

**STAFF PRESENT:** Alysia English (CNO), Anthony DiCaita (Interim CFO), Lynda Tinney (Executive Assistant to the CEO and Board of Directors and Recorder).

AGENDA ITEMS & DISCUSSION	DECISION POINTS
<b>Education Topic:</b> Refer to Agenda item 3.2.1	
<b>1. Call to Order</b>	Kevin Huestis called the meeting to order at 4:07 pm.
1.1 Confirmation of Quorum	A quorum was confirmed.
1.2 Approval of Agenda	MOVED by Karen MacGinnis and SECONDED by Robbie Beatty that the agenda be approved. CARRIED.
1.3 Declaration of Conflicts of Interest	There were no conflicts of interest declared.
<b>2. Consent Agenda</b>	MOVED by Robbie Beatty and SECONDED by Trish Baird that items 2.1, 2.2, 2.3, 2.4 and 2.5 as listed in the Consent Agenda be approved. CARRIED.
2.1 Board of Directors minutes of June 8/21	
2.2 Governance Committee minutes of Sept 14/21	
2.2.1 Governance Model 2.2.2 Board Retreat Evaluation – Summary	

<p>2.3 Finance/Audit Committee minutes of Sept 21/21</p> <p>2.3.1 Budget 2021/22</p> <p>2.3.2 Financial Statements to Aug 31/21</p>	
<p>2.4 CMH Foundation Report</p>	
<p>2.5 Auxiliary to CMH Report</p>	
<p><b>3. Board Business/Committee Matters</b></p>	
<p>3.1 Governance Committee</p> <p>3.1.1 Policy Sub-Committee – This sub-committee of the Governance Committee has been reviewing, revising and reformatting the Board policies. The committee will continue their work and are looking to recruit more members from the Board. The Board policies are available through the web portal.</p> <p>3.1.2 Board Educational Topics from Retreat Evaluation – The Governance Committee discussed the development of finance educational sessions which will be available to all Board members. Patient stories is another important topic.</p>	<p>Board members interested in joining the Policy Sub-Committee are to contact Karen MacGinnis or Michael Bunn.</p>
<p><b>3.2 Finance/Audit Committee</b></p> <p>3.2.1 SBAR – Proposed Education Framework- The SBAR was circulated in advance. Anthony, Margaret and Liz have discussed ideas for a survey.</p>	<p>Anthony DiCaita, Liz Mathewson and Margaret Beatty are working on the survey questions for the finance education sessions. Anthony DiCaita will put together draft survey and circulate to all Board members.</p>
<p><b>3.3 Board of Directors Declaration Policy &amp; Form – 5-100</b> – This policy was included in the meeting package for information purposes. Board members have to declare that they have read the specific policies listed on the declaration form as well as the By-Laws, sign the form and return to Lynda Tinney.</p>	<p>Alternatively, Board members can attest to having read the policies and By-Laws in an email if unable to scan or fax the form back to Lynda.</p> <p>Karen MacGinnis will locate the up-to-date strategic plan and send to all Board members.</p> <p>The 2017 refresh was done when the Stage 1 redevelopment plan was developed and it is posted in a file on MS teams, along with 2 other documents that were part of the Board retreat.</p>

<p><b>3.4 Professional Staff Credentialing</b> – Dr. Bruce Bain presented new applications and reapplications of physicians for different professional staff categories as outlined in Appendix A to these minutes.</p>	<p>MOVED by Karen MacGinnis and SECONDED by Robbie Beatty that the applications and re-applications of physicians listed in Appendix A be approved as recommended by the Medical Advisory Committee. CARRIED.</p>
<p><b>4. Reports</b></p>	
<p><b>4.1 Chief Nursing Officer</b>  Alysia English presented her CNO report that was circulated in advance.  The question was raised will the new COVID immunization policy have an impact on staffing in terms of retention? Margaret explained that CMH networked with all C7 hospitals in order to see what they were doing and how they were going about the process. One approach is terminating staff that do not get fully vaccinated, or take a more conservative approach which is if you are not vaccinated by a certain date, you have to demonstrated that you are proven negative and must provide proof of that on a consistent basis. At CMH the concern was staffing, and hearing of some of the other hospitals like Windsor where they are at the point where they have to let people go on unpaid leave and make a decision in regard to terminating people CMH opted to go with the conservative approach.  Alysia explained the specifics of this approach. She advised the staff are being given up to a certain point to tell what their vaccination status is. Outside of that to provide a medical exemption as of a certain date and as a third step, the hospital has a more flexible approach with this. The third step is to have staff watch an on-line video stating that they understand the risks of not having the COVID-19 vaccine. Finally we opted for those who still decide they do not want to be vaccinated. We ask for mandatory antigen to be completed every Monday and Thursday and the results have to be photographed and emailed to the manager. CMH staff vaccination statistics is at 88% and the physician group is at 100%.</p>	<p>For information purposes.</p>
<p><b>4.2 Chief of Staff</b> - Dr. Bruce Bain presented his Chief of Staff report that was circulated in advance. EPIC go-live preparations continue. Dr. Bain and Erin Keogh are working on training times for the physicians. The goal is to have all physicians fully enrolled as of October 1<sup>st</sup>.</p>	<p>For information purposes.</p>

<p>Dr. Bain brought to the Board’s attention some issues they are having with scheduling physicians in the ED. Initially, ED staffing was good through the summer, however, this is changing. HFO (Health Force Ontario), the primary provider for physicians is also having a very difficult time getting physicians to come to CMH. CMH’s physicians have been working as much as they can over the summer to early fall and are tired out. None of them have taken any significant vacation over the past year. As of today, September 28<sup>th</sup>, the hospital was looking at potentially having to temporarily close the ED as soon as this Saturday for at least one shift, but they seem to have mitigated that. There is still one opening on October 9. HFO have advised there may be several ED closures province-wide this weekend. This situation is not unique to CMH. It is felt across the province. In all likelihood, CMH will be looking at least one or two ED closures over the next month or two and possibly longer than that.</p>	
<p><b>4.3 President and Chief Executive Officer</b> – Margaret Beatty presented her President and CEO report that was circulated in advance. Dr. Bain has been working on updating the hospital’s contingency plan for temporary closure of the ED. CMH was very close to closing the ED on Labour Day weekend because of nursing scheduling, however, Alysia English was able to cover that off. There are some issues regionally and the group of hospitals in our area were all experiencing surge over the Labour Day weekend.</p> <p>The EA position has been posted internally and externally and resumes are being looked. Margaret commented on morale which is a significant issue and talked about moving the culture to a team-based decision-making structure with accountability.</p>	<p>For information purposes.</p> <p>It was requested that a Board liaison be involved when the content in the board section of the website is updated.</p>
<p><b>5. Other Business</b></p>	<p>None.</p>
<p><b>5.1 Next Meeting Date</b> – Tuesday, October 26, 2021 at 4:00 pm</p>	
<p><b>6. Motion to Adjourn the Open Meeting and Move into the In Camera Meeting</b></p>	<p>MOVED by Karen MacGinnis and SECONDED by Robbie Beatty to adjourn the Open Meeting at 5:15 pm. CARRIED.</p>