



MINUTES of the **BOARD OF DIRECTORS** meeting held on **Thursday, March 3, 2022**, 17:00 hours, via ZOOM, live streamed on YouTube.

PRESENT VIA ZOOM:

Anthony Paniccia, Chair

Laura Copat

Paul Lachance

Michael Lavoie

Penny Allen

Dan Wilson

Dr. Laurie Freeman

Ian McLeod

Mary Dawson

Dr. Wassim Saad (ex-officio, non-voting)

Karen Riddell (ex-officio, non-voting)

Dr. Larry Jacobs (ex-officio, non-voting)

Dr. Maher Salbalbal (ex-officio, non-voting)

STAFF VIA ZOOM:

Executive Committee

REGRETS:

Cynthia Bissonnette

Patricia France

Genevieve Isshak

David Musyj (ex-officio, non-voting)

1. CALL TO ORDER:

The meeting was called to order at 1705 hours with Mr. Paniccia presiding as Chair and Ms. Sutherland recording the minutes.

2. DECLARATIONS OF CONFLICT OF INTEREST:

None declared.

3. PREVIOUS MINUTES:

The minutes of the February 3, 2022 Board meeting had been previously circulated.

MOVED by Mr. P. Lachance, **SECONDED** by Dr. L. Freeman and **CARRIED THAT** the minutes of the February 3, 2022 Board of Directors meeting be approved.

The Chair provided a couple of updates:

- Hats on for Healthcare – the 13th annual Hats on for Healthcare’s virtual launch took place March 2, 2022. This year it will support WRH’s mental health programs. All details are available on the website.
- United Way/Centraide Windsor-Essex County and the Windsor and District Labour Council are hosting the sixth annual Tampon Tuesday event, celebrating International Women’s Day. Menstrual hygiene products are one of the most requested, yet least donated items at food banks and shelters. On Tuesday, March

8th from 3 pm to 7 pm there will be a drive-thru collection at the United Way's office at 300 Giles Blvd. East.

- Project Management Office update – everyone is invited to visit the Together We Build engagement site at TogetherWeBuild.wrh.on.ca to learn more, ask questions, complete surveys, share ideas for the layout and design of the new facility and register to attend any or all of the of the upcoming 11 virtual town halls focusing on different program and services areas in the new hospital.

The second round of User Group planning meetings have commenced. In Round 2 the groups have the opportunity to review a first draft of the Functional Program for their areas. Each group will meet 3 – 4 times until June and work closely with Agnew Peckham to develop the Functional Program to guide the development of block schematic designs of the hospital in the second half of this year.

The PMO is currently working closely with IO and the MOH to prepare a public RFP for a Planning Design and Conformance (PDC) Team of architects and engineers to develop the Block Schematic Drawings as Part B of the Stage 2 phase.

4. REPORT FROM THE CHIEF OF STAFF:

Dr. Saad provided an update on WRH's surgical and DI backlog. The following are highlights from his report:

- Ontario's Wait Time Strategy has four priority levels for MRI and CT scans, with a wait-time target for each: **emergency (within 24 hours)**, **urgent (within 48 hours)**, **semi-urgent (within 10 days)** and **non-urgent (within 28 days)**.
- Slide 4 shows the average wait time for CT & MRI Priority 4 exams prior to March, 2020 and prior to January 2022 as well as post removal of Directive #2 and post removal of reinstated Directive #2.
- WRH's operational hours for CT is 24 hours per day, 7 days per week. For MRI, it is 18 hours per day, Monday – Friday and 16 hours per day, Saturday – Sunday. MRI will operate 24 hours when HHR are available. WRH has an application in with the MOH for the approval of a 3rd MRI machine.
- The graph on Slide 6 shows the CT and MRI volumes from April 2019 to March 2021. As you can see we quickly recovered until the next Directive #2 was reinstated.
- Slide 7 shows WRH's Surgery Wait List over a 2 year timeline (March 19, 2020 to March 2, 2022) as a result of Directive #2. Dr. Saad advised that WRH was able to keep the surgery wait list steady and comparable to pre-pandemic wait times. Unfortunately the priority patients became more urgent as their disease had progressed significantly and this was not unique to W/E, this was happening globally.
- Dr. Saad outlined the surgical backlog reduction plan and WRH's internal initiatives. WRH is currently following Ministry direction and operating at 70% of our 2019 volumes. The biggest impact we have seen is with the relocation of cataracts and vitrectomies off site. This has freed up time and space in the ORs. Dr. Saad explained that the pandemic has forced WRH to be creative. The increase of technology availability such as the purchase of a mini C arm as well as the EVAR/ENT navigation

system allows patients to stay local for treatment and reduces length of stay in hospital. Also some procedures can then be done in the ambulatory clinics rather than the OR.

- The last slide outlines the regional approach with respect to the Provincial Operational Thresholds (phase 2 – 4). We are currently at phase 2 and close to meeting criteria to move to phase 3 hopefully in the next week or two. Dr. Saad is hopeful that we will be in the recovery phase by the summer. Another note to mention again is WRH was one of the few hospitals that were able to continue with all cancer surgeries during every wave of the pandemic.

5. CNE REPORT

Ms. Riddell reported. This month's report focuses on strategies and overall planning for Health Human Resources. Highlights are as follows:

- Focused plans included recruitment, expansion of staff appreciation and recognition as well as the implementation of the Interprofessional Practice Model.
- WRH received provincial funding in May, 2021 as part of a recruitment incentive program. These incentives were designed to help Ontario hospitals directly support the additional beds required for high acuity patients and to add much needed critical care capacity. WRH launched a refreshed online recruitment page.
- Prediction is 2022 will have a deficit of 60,000 full time equivalents in Canada. Our current graduating nurses cannot meet this demand.
- To date WRH has hired 35 nurses through the incentive program to fill vacancies in PACU, ICU, Cath Lab, Med Surg units, Mental Health and the ED. Also the program has helped WRH be more competitive in a very tight market place.
- Karen shared a short video clip from one of our nurses hired through this program coming to WRH from PEI:

6. REPORT FROM SCHULICH:

Dr. Jacobs' reported included a few announcements. The Windsor update highlighted a few upcoming event dates:

- Dean John Yoo will be visiting Windsor on March 24 and 25:
 - March 24 he will host a CPD event presented by Dr. Bill McAuley
 - March 25 at 9:00 a.m. he will host a townhall from the Windsor Campus.
- 2022 Awards of Excellence will be celebrated on April 13, 2022 at the St. Clair College Centre for the Arts.
- CaRMS Match Day for the fourth-year class is set for April 12, 2022.

7. Financial Presentation – January 31, 2022

Ms. Allen reported.

Slide 2 – Financial Results – Hospital Operations

- \$2.2 million deficit for hospital operations year to date.
- The net deficit after building amortization is \$3,569,000.
- On February 3, 2022 the Ministry updated the COVID-19 incremental expense guidance and will be reimbursing hospitals for the last half of the fiscal year using the same criteria as in fiscal 2020-2021.

- Previously unfunded expenses such as PPE, additional staffing, sick and isolation costs will now be reimbursed.
- COVID has resulted in non-ministry revenues being under budget by \$4.2 million
- Unearned Ministry volume funding being under budget by \$5.2 million. A year ago that number was \$13 million - a significant improvement.
- Recent communications indicate that the Ministry will require year-end reconciliations and recovery of unearned volume revenues and that non-ministry revenue shortfalls will not be funded. However we expect the advocacy by the Ontario Hospital Association and the hospitals themselves will see a similar plan as last fiscal year to make hospitals whole and not be negatively impacted by the pandemic.

Slide 3 – COVID-19 Impact on Expenses

- This slide shows the breakdown of \$4.2 million in lost revenues are impacting our financial statements.
- Based on the updated guidance, the unfunded COVID-19 expenses total \$1.5 million due to the two items indicated 1) the wage differential for Nursing Externs and 2) the difference between the cost of running the Assessment Centres and the funding based on \$38 per swab.

Slide 4 – Revenue

- Base and one time funding is \$35 million favourable due to amounts that have been accrued for known COVID-19 reimbursements. These include the now eligible incremental expenses incurred from October to January (including screening), temporary physician payments, vaccination and assessment centre funding and nursing extern funding.
- Ministry drug reimbursements (for high cost drugs) favourable \$2,253,000 but these are offset by higher drug expenses.
- Patient Services Revenue \$2,652,000 favourable – relates to uninsured patient revenue from the Ministry and higher diagnostic revenues which are offset by higher medical staff remuneration expense.
- Other Recoveries favourable \$2,277,000 – retail pharmacy revenues are offset by higher drug expenses.

Slide 5 - Expenses

- \$39 million year to date unfavourable variance in expenses. The majority of these expenses are COVID-19-related and are confirmed or eligible for Ministry funding
- Medical/Surgical supplies are \$3,650,000 unfavourable due to increased use of PPE, depletion of donated PPE supplies and volume increases as procedure backlogs are addressed.
- Drugs \$3 million unfavourable, systemic and renal drugs are funded by Ontario Health and additional drug expenses in retail pharmacies are offset by recoveries as noted previously.
- Other supplies variance of \$12 million and includes:

- \$3,561,000 in additional e-Volve HIS project costs due to COVID-19 delays, which have been funded by the Ministry
- \$4,040,000 for referred out vaccination centre expenses (City of Windsor and County of Essex EMS) also fully funded by the Ministry
- \$2,119,000 for referred out cataract procedures which are fully funded via Quality Based Procedure funding.

MOVED by Ms. P. Allen, **SECONDED** by Mr. I. McLeod and **CARRIED**
THAT the March 3, 2022 Financial Presentation (as of January 31, 2022) be accepted.

8. CONSENT AGENDA:

MOVED by Ms. P. Allen, **SECONDED** by Mr. D. Wilson and **CARRIED**
THAT the report from the February 22, 2022 Finance/Audit & Resources Committee meeting be accepted.

9. CORRESPONDENCE/PRINTED MATTER:

- a) Media Report – FYI only.

10. BOARD MEMBER QUESTIONS, COMMENTS OR NOTICES OF MOTIONS:

None

11. NEW BUSINESS:

None

12. DATE OF NEXT REGULAR MEETING:

Thursday, April 7, 2022, 1700 hrs VIA: ZOOM

13. ADJOURNMENT:

There being no further business to discuss, it was
MOVED by Mr. P. Lachance, **SECONDED** by Ms. P. Allen and **CARRIED**
THAT the March 3, 2022 Board of Directors meeting be adjourned at 1750 hours.

 Anthony Paniccia, Chair
 Board of Directors
 /ds

 Dawn Sutherland
 Recording Secretary