



**MINUTES** of the **BOARD OF DIRECTORS** meeting held on **Thursday, October 7, 2021**, 17:00 hours, via ZOOM, live streamed on YouTube.

**PRESENT VIA ZOOM:**

Anthony Paniccia, Chair

Genevieve Isshak

Paul Lachance

Michael Lavoie

Penny Allen

Ian McLeod

Dr. Laurie Freeman

Patricia France

Laura Copat

Mary Dawson

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

David Musyj (ex-officio, non-voting)

Karen Riddell (ex-officio, non-voting)

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

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

**REGRETS:**

Dan Wilson

Cynthia Bissonnette

**STAFF VIA ZOOM:**

Executive Committee

**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 September 9, 2021 Board meeting had been previously circulated.

**MOVED** by Mr. P. Lachance, **SECONDED** by Ms. P. France and **CARRIED**

**THAT** the minutes of the September 9, 2021 Board of Directors meeting be approved.

Former Chair of the WRH Board, Mr. Michael Ray passed away today. Mr. Paniccia expressed condolences to his family. Mr. Ray served as Board Chair from 2009-2011 and served on several committees from 2004-2013. Mr. Musyj shared a special story about Mr. Ray. He leaves a legacy behind and we are very thankful for all that he did for the hospital.

WRH staff received special recognition from the Ontario Renal Network for their efforts during the COVID-19 pandemic. They specifically wanted to acknowledge the program's Director, Ms. Kristen Mailloux.

The Chair gave a shout out to Super Ethan who was diagnosed with cancer in 2014 at the age of 2. Ethan and his parents raised \$8,000 this year for Paediatric Oncology. He is an amazing example of a grateful patients.

#### **4. REPORT FROM THE PRESIDENT & CEO:**

Mr. Musyj reported. Highlights from his report are as follows:

- i) Today's announcement on staff vaccinations – 98.5% of the staff are fully vaccinated, 99% are registered nurses (RNs, RPNs and Nurse Practitioners), and 99% of our Professional Staff (physicians, dentists, midwives, NPs) have been vaccinated. Mr. Musyj emphasized the positive feedback we have received not only from our community but from as far as BC, sharing their own personal stories and the comfort they have knowing that our staff are following this policy. Mr. Paniccia added that we have also had organizations come forward thanking us for our leadership.
- ii) Dr. Saad presented the COVID-19 provincial trends and the 7 day moving average of cases. The good news is the numbers are going down. Vaccinations and vaccine mandates work. With respect to cases by vaccination status, there is very low stable rates for fully vaccinated. Partial vaccinations are effective however one (1) dose is not enough to protect from the Delta variant. It is important for people to complete their vaccination program. Hospitalizations by vaccination status and ICU capacity – over 75% of patients in Ontario ICUs are not vaccinated.
- iii) WRH started At Home Staff Self Swabbing Antigen Testing. Test kits have been given to all staff and we have received a great response and even two (2) “saves”. We discussed this with WECHU as we are dealing with a high risk environment. We looked at how to decrease the risk to our staff. This has been very successful and we will continue to provide these kits to staff.
- iv) PUMA clinic – Ms. K. Riddell reported. 2067 children have been seen in the clinic. This has helped divert unnecessary visits to the ER and we have had very few transfers from PUMA to the ER. We are now offering follow up appointments and also preparing for the RSV season. WRH continues to promote early testing for symptoms to keep things under control in the community. All clinics remain open during the holidays.

**Question** – how many children have tested positive at the PUMA clinic? These results are published on the WECU website.

#### **5. REPORT FROM SCHULICH:**

Dr. Jacobs referred to his written report and offered the following highlights:

- Western University medical students are back on campus and this is going very well. All students are vaccinated and happy to be back to in-person learning.
- Schulich will be releasing its Strategic Plan this month.

#### **6. Financial Presentation & Treasurer's Report – August 31, 2021**

Ms. Allen reported.

##### **Slide 2 – Funding:**

- Funding letters for 2021-2022 were received in June.
- Base increase awarded was 1.4% approximately, or \$4.9 million.

- Funding for 2021-2022 closely approximates the Optimization Review recommendations.
- Funding for 32 acute medicine/surgical beds and 5 acute mental health beds has been confirmed for the full fiscal year in the amount of \$16.4 million.
- Funding is expected and has been accrued for 8 critical care beds.
- COVID-19 expense reimbursement has been updated and for Q1 and Q2 is consistent with last fiscal year.

**Slide 3 – Financial Results – Hospital Operations:**

- \$4.8 million deficit for hospital operations year to date.
- Salary and wage variance is due to COVID-19 expenses, for screening staff/visitors, operation of the Assessment Centre and the Vaccine Centres.
- Medical staff remuneration in a deficit but this is funded through COVID-19 temporary physician funding which has now been confirmed to the end on September 2022 or offset by additional diagnostic revenues.
- Other supplies deficit due to referred out expenses for cataract procedures and the City of Windsor expenses for the vaccination centres.
- Note that the unfunded COVID expenses and lost revenues total more than the year to date operating deficit.

**Slide 4 – COVID-19 Impact – Expenses**

- \$6.9 million year to date in extraordinary expenses for which funding has not been received or confirmed.
- We have funding confirmation for expenses related to the vaccination centres, nursing extern program, the COVID-19 Assessment Centre (which is funded on a per swab basis) and temporary physician payments & these revenues have been accrued to date.
- We have not accrued revenue for other COVID expenses as we do not recognize revenue until confirmation is received from the Ministry.

**Slide 5 – Covid-19 Impact - Revenues**

- Lost revenues including volume-based funding totals \$5.7 million to date.
- For the volume based revenues identified, unearned funding may have to be returned at year-end. Last fiscal year the Ministry allowed hospitals to allocate unearned funding to COVID-19 expenses.
- Hospitals have not received communication as to how or if any of these revenue losses will be funded in fiscal 2021-2022.
- Ontario Hospital Association has been asking hospitals to quantify lost revenues via surveys every two months and we expect there will be advocacy to have these losses funded once again.
- Similar to last fiscal year we have recently received confirmation that the ministry will pay a premium on certain QBPs when a certain volume threshold is met. This year the premium is an additional 15% of the funding on the final 25% of original

funded volumes. Last fiscal year the premium was 20% on volumes over 50% of funded.

**Slide 6 – Revenue:**

- Base and one-time favourable \$11.2 million due to amounts accrued as detailed – these are known items related to COVID-19.
- Preferred Accommodation and other recoveries are unfavourable year to date, we cannot charge for private and semi-private rooms if patients required them for infection control and prevention reasons.
- Patient services are favourable due to the ministry covering uninsured patient services at the interprovincial rate. In the past, many of these accounts would have been uncollectible.
- Also in Patient services revenue, diagnostic revenues exceed the budgeted amounts but these are offset by a corresponding increase in medical staff fees.

**Slide 7 – Expenses:**

- Salaries & Wages are \$3.8 million unfavourable due to additional COVID-19 expenses.
- The budget includes the staffing expenses for the additional 32 med/surg beds, 5 mental health beds and 8 critical care beds.
- Employee benefits variance is in line with wages.
- Additional Med Fees are either funded as they are COVID related or offset by diagnostic revenues.
- Med/Surg deficit is \$694,000 to date. There is a surplus of \$334,000 in the combined perioperative programs due to lower surgical volumes. However this surplus is more than offset by the costs of increased PPE.
- Incremental PPE will be funded for Q1 and Q2 with pending guidance expected for the last two quarters of the fiscal year. The ministry is exploring options to offer additional PPE from the pandemic emergency stockpile at no cost to hospitals.
- Drugs are unfavourable \$984,000 to date however retail pharmacy revenues more than offset this deficit.
- Other supplies are unfavourable mainly due to referred out expenses as outlined in the slide.
- Note that the electricity rebate that was to expire on April 30, 2021 has been extended to October 31, 2022 at 18.9%. Previously the rebate was 33.2%.

**Slide 8 – Organizational Health Metrics**

- Sick and overtime at both campuses over the benchmarks.
- The sick benchmark has been revised to 4.7% to reflect the additional \$1.4 million added to the budget.
- FTEs over at the Met campus by 11.6 FTEs.
- FTEs over at the Ouellette campus by 11.4 FTEs.
- For both Met and Ouellette, FTEs would be favourable if not for those associated with screening which are 24.6 at Met and 28.5 at Ouellette.

- The FTEs for the Assessment Centre are 36.5 and 103.9 for the vaccination centre totaling 140.4.

**7. CONSENT AGENDA:**

**MOVED** by Ms. P. Allen, **SECONDED** by Dr. L. Freeman and **CARRIED** **THAT** the report from the September 27, 2021 Finance/Audit & Resources Committee meeting be accepted.

Question with respect to the \$6.9 million year to date in extraordinary expenses for which funding has not been received or confirmed - do we have hope and is there any dialogue? Mr. Fathers explained that generally when we accrue any revenues we have good confidence that they will actually be received.

**8. CORRESPONDENCE/PRINTED MATTER:**

- a) Media Report – FYI only.

**9. BOARD MEMBER QUESTIONS, COMMENTS OR NOTICES OF MOTIONS:**

None

**10. NEW BUSINESS:**

The Chair gave a big thank you to Mr. Paul Calandra, the current Government House Leader and the Ontario legislature for confirming that our new hospital project is 100% going ahead. Mr. Calandra also made it very clear in his speech that the Premier has made sure to let everyone know that this project is going ahead. Mr. Paniccia also thanked Mr. Musyj and his staff as well as Mayor Drew Dilkens for all of his support.

Mr. Musyj acknowledged Warden McNamara and all of the County councils who have supported the new hospital from the beginning. We look forward to moving ahead officially into Stage 2 and getting the monies to start that process.

**11. DATE OF NEXT REGULAR MEETING:**

**Thursday, November 4, 2021, 1700 hrs VIA: ZOOM**

**12. ADJOURNMENT:**

There being no further business to discuss, it was

**MOVED** by Mr. P. Lachance, **SECONDED** by Ms. G. Isshak and **CARRIED** **THAT** the October 7, 2021 Board of Directors meeting be adjourned at 1750 hours.

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Anthony Paniccia, Chair  
Board of Directors  
/ds

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Dawn Sutherland  
Recording Secretary