



MINUTES of the **BOARD OF DIRECTORS** meeting held on **Thursday, January 6, 2022, 17:00** hours, via ZOOM, live streamed on YouTube.

PRESENT VIA ZOOM:

Anthony Paniccia, Chair

Genevieve Isshak

Paul Lachance

Michael Lavoie

Penny Allen

Cynthia Bissonnette

Dan Wilson

Dr. Laurie Freeman

Ian McLeod

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)

STAFF VIA ZOOM:

Executive Committee

REGRETS:

Patricia France

Laura Copat

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 December 9, 2021 Board meeting had been previously circulated.

MOVED by Mr. M. Lavoie, **SECONDED** by Mr. P. Lachance and **CARRIED** **THAT** the minutes of the December 9, 2021 Board of Directors meeting be approved.

The Chair provided a couple of updates:

- Tickets are still available for the Mega Money 50/50 draw and can be purchased on the WRH website. The jackpot is currently over 143,000 and the grand prize will be drawn tomorrow.
- Stage 2 planning is well underway. Following the October visit from Premier Ford and Minister Elliott, the hospital teams got right to work. WRH has established a Project Vision and a set of Decision Principles for the new Windsor/Essex Acute Care Hospital. They were developed with input from WRH staff and the community and will help guide decision making throughout the planning process. We received 978 submissions. Survey participants were asked to share their top priorities.

Refer to the links below for the video and slide deck that were presented at the meeting:

- Video - <https://www.youtube.com/watch?v=roVaMTRblO4&feature=youtu.be>
- Slide Deck
- https://www.wrh.on.ca/uploads/Common/windsorhospitals/Design_Principle_Survey.pdf

Communication is so important and we want to ensure the community is kept up to date and well informed as this project moves along.

The Chair thanked the public for providing their feedback and the team at WRH team for the great work.

4. REPORT FROM THE PRESIDENT & CEO:

Mr. Musyj gave a verbal report accompanied by slides. The following are highlights from his report:

- i) Provincial projections and increasing pressure on the health care system - projected COVID-19 related admissions are expected to result in capacity being overwhelmed. The real concern is Omicron which is spreading rapidly through Ontario. In addition testing is not being done on everyone with symptoms. Unfortunately those unvaccinated are negatively impacted by Omicron compared to individuals who have had their booster, and only experience mild symptoms and generally will not require hospitalization or ICU care. Even a small percentage of those individuals needing hospital care can overwhelm capacity when Omicron is infecting tens of thousands per day.

Mr. Musyj referred to slide 3 showing the Provincial hospital capacity (beds) and the total inpatients. The weeks of January 10th and 17th are expected to be difficult especially with the impact of Omicron. There is a baseline of approximately 17,000 hospital beds and the projected total inpatients is going to exceed that capacity. As a result the Province announced modified Stage 2 public health measures for at least 21 days.

- ii) W/E Waste Water Result - this is an interesting indicator from the Great Lakes Institute for Environmental Research. We have been in contact with them on a regular basis. Mr. Musyj stated this has been a good predictor on what to expect in our region with respect to community cases as well as with the increase of the Omicron variant.
- iii) WRH In-Patient COVID numbers and breakdown from the start of the pandemic (March 26, 2020 – January 6, 2022). The graph shows the difficulty we experienced during Wave 2 where the hospital had up to 70 COVID+ patients on any given day. There was another significant increase in the spring of 2021. Mr. Musyj added this is when we accepted patient transfers from the GTA. To the right of the graph shows where we are right now in Wave 4 with inpatient numbers continuing to rise. The number that has been consistent throughout is the number of unvaccinated patients in the ICU.

Dr. Saad addressed the number of vaccinated and unvaccinated patients in hospital. The vaccinated patients in hospital, and the ones who ended up in the ICU, had significant comorbidities or were transplant patients. The W/E numbers are very consistent with the rest of the Province with most patients being admitted to medical floors and not necessarily the ICU. Fully vaccinated individuals have less than a 1% chance of ending up in the ICU

or dying from COVID. Dr. Saad explained we are focusing on medicine bed capacity in this wave. Again, even though individuals with Omicron have milder symptoms it could still overwhelm hospitals. Dr. Saad reminded these are not what you call sterilizing vaccines however they prevent significant serious illness, prevent ICU admissions and prevent death.

- iv) WRH Overall Capacity is looking better today. The goal is to be at 85% capacity. Mr. Musyj presented the open bed numbers as of 3:00 p.m. today between the two campuses. This room can evaporate very quickly. Omicron hits very quickly and we are just at the start of this variant. Hopefully it is also over quickly but we are in for a tough ride over the next few weeks.
- v) Directive #2 was issued during the first wave to create physical bed capacity in the Province of Ontario. This is also to ensure we have the health and human resources needed to care for patients. As of January 5, 2022, all non-emergent surgeries and procedures were ceased. Directive #2 includes non-urgent Diagnostic Imaging and Ambulatory Clinics.
- vi) WRH Staffing # - there are currently 173 staff off due to COVID, either they are positive themselves or have had close contact. We are continually running numbers and pulling data to submit to the Ministry. Mr. Musyj thanked the WRH Decision Support and Lab staff for all of their hard work and commitment. They are the unsung heroes of COVID-19.

5. CNE REPORT

Ms. Riddell reported. Highlights from her report are as follows:

- Global shortage of healthcare workers, in particular nurses - Ms. Riddell presented the Canadian trends with respect to nursing supply. In 2019 there were 439,975 registered nurses with an active license. The nursing workforce has diminished by 1.5% from 2018-19. The Canadian population has grown 1.4% based on 2017-18 data. The prediction for 2022 is we will have a deficit of 60,000 full-time equivalents in Canada.

Ms. Riddell added that Ontario supplies nurses to the whole Province as well as to the US. WRH currently employs 2049 nurses, these are RNs, NPs, RPNs and Externs. Nurse Externs are nursing students still in school. The total current vacancies at WRH is 193. Ms. Riddell presented the top 2 reasons for nurses leaving – retirement, leaving for other employment and resignation. Thankfully, we have had no mass exits at the hospital.

WRH's strategies in order to sustain and build our workforce includes a focus on professional development, staffing ratios, more opportunity for staff engagement, innovative recruitment and retention and a safe workplace. Ms. Riddell presented WRH's 2022-2023 HHR focus which includes recruitment, expansion of staff appreciation programs and implementation of an Interprofessional Practice Model. Regular updates on the progress will be provided to the Board.

6. REPORT FROM SCHULICH:

Dr. Jacobs reported the following:

- 1st and 2nd year medical students are back to on line however still able to continue with some clinical skills training in person.
- Students and performance in the last year – there were a number of areas that we could have done better with respect to their education and working to create some extra opportunities for the students to make up in those areas. Mr. Jacobs advised they are confident that by the time graduation comes, the students will have met all of their competencies.
- Will be putting out a formal call for applications for the Awards of Excellence, Windsor Campus which are scheduled for May, 2022.

7. Financial Presentation – November 30, 2021

Ms. Allen reported.

Slide 2 – Financial Results – Hospital Operations

- \$4.4 million deficit for hospital operations year to date
- The net deficit after building amortization is \$5,504,000
- COVID-19 unfunded but eligible expenses total \$3,632,000 to date, ineligible total based on the current reimbursement rules \$2,466,000
- COVID has resulted in non-ministry revenues and unearned volume funding being under budget by \$8.5 million. No indication yet as to whether the Ministry will fund the non-ministry revenue shortfalls

Slide 3 – COVID-19 Impact on Expenses

- \$2.5 million year to date in extraordinary expenses, and \$3.5 million in lost revenues for a total of \$6 million as currently ineligible for funding

Slide 4 – Revenue

- Base and one time funding is \$23.8 million favourable due to amounts that have been accrued for known COVID-19 reimbursements. These include the Q1 & Q2 incremental expenses, temporary physician payments, vaccination and assessment centre funding and nursing extern funding.
- Patient Services Revenue \$1,619,000 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 \$1,363,000 – retail pharmacy revenues are offset by higher drug expenses

Slide 5 - Expenses

- \$28 million year to date unfavourable variance in expenses. The majority of these expenses are COVID-19-related and are confirmed or eligible for funding
- Drugs \$1.6 unfavourable, systemic and renal drugs are funded by Ontario Health and additional drug expenses in retail pharmacies are offset by recoveries
- Other supplies variance of \$8.9 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

- \$3,135,000 for referred out vaccination centre expenses (City of Windsor and County of Essex EMS) also fully funded
- \$1,730,000 for referred out cataract procedures which are fully funded

MOVED by Ms. P. Allen, **SECONDED** by Ms. G. Isshak and **CARRIED**
THAT the January 6, 2022 Financial Presentation (as of November 30, 2021) be accepted.

8. CONSENT AGENDA:

MOVED by Ms. P. Allen, **SECONDED** by Ms. C. Bissonnette and **CARRIED**
THAT the report from the December 20, 2021 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, February 3, 2022, 1700 hrs VIA: ZOOM

13. ADJOURNMENT:

There being no further business to discuss, it was

MOVED by Mr. P. Lachance, **SECONDED** by Mr. D. Wilson and **CARRIED**
THAT the January 6, 2022 Board of Directors meeting be adjourned at 1815 hours.

Anthony Paniccia, Chair
Board of Directors
/ds

Dawn Sutherland
Recording Secretary