



HDGH Board of Directors Meeting

November 22, 2023

1453 Prince Road, East Wing Admin Boardroom (2nd Floor
EW-2312)

Windsor, N9C 3Z4



November 22, 2023 HDGH Board of Directors Meeting

Agenda

4:30PM	1.0 Call to Order		K. Blanchette
	1.1 Land Acknowledgement and Prayer/Reflection - 3		K. Blanchette
	1.2 Confirmation of Quorum		K. Blanchette
	1.3 Declaration of Conflict of Interest/Duty		K. Blanchette
4:35PM	2.0 Consent Agenda Motion: to approve the Consent Agenda for the November 22, 2023 HDGH Board of Directors Meeting, consisting of the recommendations and reports	Approval	K. Blanchette
	2.1 Items for Approval		
	2.1.1. Agenda; November 22, 2023		
	2.1.2 Minutes of Previous Meeting; September 27, 2023 - 4		
	2.2 Items to be Received		
	2.2.1 Chief Nursing Executive Report - 7		
	3.0 Board Decisions/Oversight		
	4.0 Executive Highlights		
	4.1 Chief of Staff Report Deferred to next meeting		
4:40PM	4.2 President and Chief Executive Officer Report Update re: Cyber Attack	Information	B. Marra
4:50PM	4.3 Board Chair Report Update: re: Cyber Attack	Information	K. Blanchette
4:55PM	5.0 Adjournment Next Meeting: January 24, 2023		K. Blanchette
5:00-5:15PM	Break and Media Questions		



Land Acknowledgement

We would like to acknowledge that we are meeting in the traditional territory of the Three Fires Confederacy of First Nations, which includes the Anishinaabe (Ah-nish-in-ah-bay), the Odawa (O-da-wa), and the Potawatomie (Pon-A-Wata-Me). people.

We also acknowledge that many Indigenous people crossed this area in their travels due to the surrounding waterways.

Prayer

Enlighten each one of us as we are called to help and to serve those around us,
May our decisions and actions bring forth justice and healing.
May we embrace those around us with the same tenderness that we ourselves require,
We pray for God's supportive love, wisdom and peace in all that we do.

Amen

Directors Present

K. Blanchette, Chair, P. Soulliere, Vice Chair, B. Payne, Past Chair, K. Bortolin, J. Clark, A. Daher, M. Galvin, L. Haugh, C. Stan, D. Wellington, M. Winterton

Directors Absent

C. Gallant

Ex-Officio Present

B. Masotti, Patient Family Advisory Rep., J. Dawson, Chief Nursing Executive B. Marra, Chief Executive Officer, Dr. A. Steen, Chief of Staff, F. Bagatto, CHI Director (virtual), L. Lombardo, CHI Director, Dr. R. Sommerdyk, Pres. Prof. Staff. Assoc.

Ex-Officio Absent

J. Topliffe, Patient Family Advisory Rep.

Administration Present

C. Kondratowicz (Recording Secretary), S. Laframboise, S. McGeen

Guests

None.

1.0 Call to Order

The Board Chair called the meeting to order at 4:31PM.

1.1 Land Acknowledgement & Prayer/Reflection

The Chair read the land acknowledgement followed by the HDGH prayer.

1.2 Confirmation of Quorum

Confirmed

1.3 Declaration of Conflict of Interest/Duty

None.

2.0 Board Education; Ministry of Health, Lead Agencies and French Language Act

This item is being deferred; presenters not able to attend.

3.0 Consent Agenda

The Chair asked if anyone wished to remove anything from the Consent agenda to the full agenda for discussion.

3.1 Items for Approval

3.1.1 Agenda; September 27, 2023

3.1.2 Minutes of the Previous Meetings; June 21, 2023

3.1.3 Finance & Audit Committee Recommendations

(i) 2023/2024 Financial Statements – up to August 31, 2023

3.2 Items to be Received

3.2.1 Chief Nursing Executive Report

Upon motion duly made, seconded, and unanimously carried, the September 27, 2023 Consent Agenda, consisting of the recommendations and reports be approved as presented.

4.0 Board Decisions/Oversight

4.1 2023/2024 Board & Committee Workplans

Board & Committee workplans were provided in the package; no discussion occurred.

Upon motion duly made, seconded, and unanimously carried, the 2023/2024 Board of Directors and Committee Workplans be approved as presented.

5.0 Executive Highlights

5.1 Chief of Staff Report

Dr. Andrea Steen provided a verbal reporting highlighting the following:

- Dr. Burke, Program Medical Director MH&A, passed away unexpectedly on July 6, 2023. A celebration of his life will be held on October 19th at HDGH. The Big Party on November 10th will honour Dr. Burke.
- New interim Director is Dr. Pat Montaleone.
- New lead Psychiatrist for TNI is Dr. Richard Owen.
- Bursary in Dr. Burke's name will be awarded to a Psychiatry Resident at the Schulich Awards.
- Dr. Jeff Cohen is retiring in March 2024; recruitment process has begun.
- Manager of Medical Affairs, Linda DiRosa took a position at Schulich Medical School. Chantelle McIntyre is the new Coordinator of Medical Affairs.

5.2 President and Chief Executive Officer Report

B. Marra provided a verbal report providing the following:

- Pressures associated with any projected influenza or COVID may present occupancy challenges in the system.

HDGH's Year to Date Occupancy is:

- Complex Medical Care (CMC) – Occupancy 98.1%, Average Length of Stay (LOS) is 57 days, Target met 98% of time for admissions (2 days)
- Rehab – Occupancy 92%, Average LOS is 21.4 days
- TNI – Occupancy 97%, Average LOS is 73 days
- Palliative – Occupancy 77%
- HDGH will take precautions to mitigate COVID related risks and continue to operate without disruptions to the campus.
- The surge plan is being revised. 2 North is the preferred unit and is ready should it be required. Staffing will continue to be an issue; reviewing various staffing strategies.
- Strategic Plan – planning and implementation of next steps continue. Administration compiled briefing notes implementation and planning of next steps of the thirteen priorities.

5.3 Board Chair Report

K. Blanchette noted that weekly check-ins with CEO continue with the Chair and Vice Chair.

6.0 Date of Next Meeting

November 22, 2023



7.0 Adjournment

The Board Chair adjourned the open meeting at 4:47PM

Bill Marra, Secretary

Ken Blanchette, Board Chair

DRAFT



CNE Report for Board of Directors Meeting

FOR DECISION FOR ACTION FOR INFORMATION FOR TRACKING

Date:

Author:

Subject:

UPDATE

As we approach the holiday season, we have so much to be grateful for in light of the challenges the organization, our staff and our patients have encountered this past year. From emerging from a pandemic to a cyber-attack our staff have demonstrated a resiliency second to none and continue to demonstrate a commitment to providing the highest quality and safe patient care. I cannot go without mentioning the efforts of the clinical leadership teams in assuring the staff had the tools, resources and information needed to provide patient care. Therefore, as we welcome the holiday season I ask we all pause for a moment and be thankful for our health, the country in which we live, the service we are privileged to provide and an organization that remains steadfast and strong.

Here are the clinical updates for Fall 2023:

Ontario Health (OH) Directive on Post-Acute Bed Utilization

As you are already aware, OH issued direction and guidance to hospitals and health service providers last summer. The directive specifically states that all post-acute care hospitals were to achieve and maintain an overall occupancy rate of >95% and an ALC throughput of >1. I am happy to report that an occupancy rate of >95% has been achieved most days with the odd exception of not having ready patients to fill our beds. While I do not have the throughput data at this time for obvious reasons, the transitions team has reported a significant jump in ALC numbers particularly over the last month – this may be due in part to outbreaks in LTC as well as more patients with complex needs not being able to meet their restorative goals. Weekend admission processes are now in place and revisions to admission criteria is being worked on in collaboration with our physician leaders.

Physician Assistant (PA) Application

Recruitment for the Physician Assistant (PA) is now complete and onboarding of our new PA, Noelle Montcalm, will commence November 13. Noelle is a former registered nurse and will bring a vast amount of clinical knowledge and expertise to the CMC program. The PA position will address patient care issues in a timely manner, decreasing length of stay and contributing to more timely discharges of patients back into the community. In addition, we anticipate that a dedicated PA will improve patient satisfaction scores, improve communication and health education among the health care team, and ensure more timely assessment and discharge planning. We are thrilled to have Noelle join the restorative care team.

Ministry of Health (MOH) Models of Care Innovation Fund

To date there has been no correspondence on our Models of Care Innovation fund proposals.

Fall Vaccine Roll Out

In collaboration with the Windsor Essex Public Health Unit, HDGH initiated patient and staff Flu and COVID vaccinations; due to circumstances, we have had to pause the campaign but look forward to re-initiating it in the



very near future. In the meantime, the general public can receive their vaccinations through local pharmacies and primary care providers.

Impact of Cyber Attack on Clinical Services

The recent cyber-attack on our organization significantly affected clinical programs and as a result has drastically changed the way we do our daily work and the routine in which care is delivered. The staff originally diverted to downtime procedures but quickly had to pivot to a full implementation of paper documentation and manual medication administration processes. While a challenge and somewhat of a learning curve for many new staff, the leadership team and clinical teams stepped up to the plate and with some patience and a keen focus on maintaining patient care and safety, all inpatients and outpatient departments successfully implemented paper records by the end of the second week - an enormous feat with many hours of hard work. In addition, resources were called in after hours and on weekends to ensure staff had the supports required to make these adjustments. HDGH is very fortunate to have the clinical leadership, professional staff and front line staff that we do. Our patients are safe and being well cared for as a result. Due the aforementioned efforts, I am happy to report that no service interruptions were necessary and all clinical programs remain functioning at 100% capacity.

Respectfully submitted by:
Janice Dawson, VP Restorative Care and CNE