

## Joseph Brant Hospital Board of Directors

### **\*\*MEETING HIGHLIGHTS\*\***

The Joseph Brant Hospital (JBH) Board of Directors met on **Wednesday November 30, 2022.**

Reports were received from the Digital Health Strategy, Quality, Finance & Audit, Human Resources Policy & Compensation, Governance & Nominating and Medical Advisory Committees. Reports were also received from the President & CEO, Chief of Staff, Chief Nursing Executive and the Medical Staff Association. The Board also received an update from the Foundation.

#### **Board Approvals**

- The Board approved the Hospital's Digital Health Strategy as presented by Deloitte LLP and as recommended by the Digital Health Strategy Committee.
- Consent Agenda Items: Financial Statements for the period ending September 30, 2022; DHSC Terms of Reference (amended); Quality Committee Work Plan (amended); Governance Policy Review (proposed amendments).

#### **Meeting Highlights**

- The CEO presented Top of Mind highlights of his Report as follows:
  - The 'triple-threat' (COVID, RSV, influenza) continues to place additional strain on hospital services and staff. The Government has asked hospitals to surge up to 125% occupancy and the clinical team is currently working on surge planning in the midst of increased rates of outbreaks within the system and limited staffing resources;
  - Work continues on advocating for the MH&A project to ensure this project remains top of mind for the Government;
  - Internally, the organization continues to focus on initiatives to support health and well-being for physicians staff and volunteers;
  - Bill 124 has been struck down by the Supreme Court, the Government has indicated its intention to appeal the Court's decision.
  - E. Vandewall also updated the Board on the new governance model for the Burlington Ontario Health Team (BOHT) of which JBH is a partner.
- The Chief Nursing Officer and Chief of Staff co-presented key highlights from the Professional Practice Report as follows:
  - The clinical teams are spending a great deal of time supporting the professional staff in the organization;
  - The teams are trying to understand how to work in an environment with different models of care. This work will serve JBH well for a long time. The organization is also looking at setting up strong partnerships with academic partners which will also have longstanding benefits;
  - Quality continues to be top priority for the organization;
  - There is also renewed focus on the Dyad model, which is a shared clinical leadership model for each clinical program/department, and the teams are working on the Length of Stay (LOS) and the surgical program.
- The Digital Health Strategy Committee met on November 28, 2022. The Committee had a good discussion on prioritization in the execution of the digital strategy over

the next 3-5 years and gaining small wins along the way. The Committee Chair further advised that the estimated cost for the HIS transformation is approximately \$100M+ and the Committee felt that it is important to have the Foundation present to the Board at its next meeting to understand whether or not this funding requirement could be supported by the Foundation's fundraising efforts. Deloitte LLP attended the meeting to outline the consultative process and approach for developing the digital strategy. This included engagement with seven stakeholder groups to understand the JBH current digital challenges using a Deloitte IT Strategy Framework (people, process, technology and strategy). The Board approved the Digital Health Strategy as presented by Deloitte LLP.

- The Board also received an education session on Cyber Security which highlighted the Hospital's cyber security journey to improve JBH's cyber security posture.
- The Quality Committee met on November 29, 2022. The Committee looked at the JBH top claims related to falls. A new falls policy was implemented earlier this year. Unfavourable shifts in compliments and complaints have coincided with pandemic restrictions and overall pandemic fatigue; Q2 reduction in complaints coincides with the removal of active screening and daily visitor limits as well as an increase in scheduled surgical volumes. The Committee also received an excellent presentation from the Emergency Department and Nina's Place highlighting the outstanding work by the teams.
- The Finance & Audit Committee met on November 29, 2022. The Committee reviewed budget assumptions. The Committee also reviewed a long-term capital planning outlook which will be brought forward for a more in-depth review at the Board's February 1, 2023 meeting. The Hospital's financials show a (\$3-5M) deficit as a worse-case scenario at Y/E and a current deficit of (\$300k);
- The Governance & Nominating Committee met on November 29, 2022. Miller Thomson has been engaged and the ONCA-compliance work has commenced, with the intention of completing the work within the current Board year. The Committee held preliminary discussions on Board recruitment and the Board Vice Chair selection process is being launched. The GNC also had a discussion on Director workload and the expected time commitment required to serve on the JBH Board.
- E. Vandewall provided a Strategic Plan update to the Board advising that the timeline and deliverables are on track. He reminded the Board about the planning sessions that are scheduled in December and January. Stakeholder engagement included: 23 stakeholder groups were consulted; 27 Strategy Boards were utilized in the organization, and; 509 online surveys were completed, 148 of which were patient and families.
- The Hospital Foundation gave an update on its digital fundraising initiatives for the Diwali Campaign which raised over \$50k for the Foundation to support the Hospital's needs.
- Dr. David Charland and Dr. Salina Juma, President and Vice President of the Medical Staff Association respectively, gave a brief update to the Board. There was a detailed discussion on concerns Dr. Charland raised on behalf of physicians, noting that physicians are struggling to see that people have moved away from COVID restrictions but this has not translated to the reality within the hospital which is seeing increased infections and overloaded staff.

**NEXT (REGULAR) MEETING**

Wednesday February 1, 2023 @ 1:00pm via ZOOM