

**Wednesday, September 23, 2020  
Board of Directors – Open Session Meeting Minutes**

The Joseph Brant Hospital (JBH) Board of Directors met on Wednesday, September 23, 2020.

Reports were received from the Quality, Finance & Audit, Human Resources Policy & Compensation, Governance & Nominating and Medical Advisory Committees. The Chief of Staff, Chief Nursing Executive, President & CEO and Hospital Foundation also provided reports to the Board.

The Board reviewed and approved Board Norms and Behaviours which was an outcome of the Board Retreat held earlier in the year and the work of a small working group focused on Board culture. The Board committed to adopt the Norms and Behaviours in Board and Committee meetings in interactions with each other.

**Board Approvals**

- Financial Statements for the period ending July 31, 2020
- Consent Agenda Items (Governance Policies; 2020/21 Board & Committee Work Plans; Capital Contingency Request for replacement of medical equipment; Standard Operating Procedure for Long-Term Debt; 2020/21 Board Budget)

**Meeting Highlights**

- The Board received a special presentation on the Digital Health Strategy. The objective of the presentation was to educate and inform the Board on the current state of the hospital's technology as possibly the most important strategic enabler.
- The Chair advised that there is no shortage of challenges for the hospital. Management has been very successful in stepping up as great work has been done on how to improve the hospital's financial position. He also commended management and staff for the great work on strategies for dealing with the pressures of COVID in partnership with regional partners.
- The CEO presented highlights of his report as follows:
  - Top of mind are: hospital's operating deficit and 2nd COVID wave and the testing capacity associated with that.
  - Currently ramping up surgical capacity.
  - There has been a general increase in activity in the hospital with an increased Alternative Level of Care (ALC) rate of patients.
  - Unfunded beds have been closed as part of the budget recovery process and this has added pressure in the hospital.
  - The senior team is focused on how to enable the culture in the organization with accountability and decision-making at the right levels. Great work has been undertaken in this regard.
- Highlights of the Professional Practice Report as follows:

- Infection Prevention and Control (IPAC) has implemented a PPE Coaching Model whereby an IPAC expert will meet with leaders in the various departments with information to take back to the Units which is then highlighted during their daily huddles. There has been great success with this.
- Kudos to the ICU team which has emerged as a critical care resources team in the hospital.
- The Quality Committee met on September 22, 2020 and received a special presentation on the new Planning for our Future Committee's efforts to redesign JBH's committee and decision-making structure post-Pandemic in order to streamline communications and drive efficiencies. Once the new structure has been rolled out, the Committee will focus on Planning and Performance.
- The Governance & Nominating Committee relaunched the Board Recruitment process in late August 2020. The process was suspended earlier in the year due to COVID.
- The Finance & Audit Committee met on September 22, 2020. The Hospital is forecasting a deficit at year-end (as are many hospitals across the Province) if Post-Construction Operating Procedures (PCOP) volumes in weighted cases are not achieved. This is in large part due to the pandemic shut down when the hospital had to turn away weighted cases. The hospital had previously surpassed its volumes in Year 1 and Year 2 of PCOP funding.
- Dr. David Charland, President of the Medical Staff Association and Dr. Salina Juma, Vice President of the Medical Staff Association presented a brief update on the MSA, as follows:
  - Moving forward with Grand Rounds starting within the next week.
  - Continuing with physician engagement efforts to align with growing leadership growth in the organization.
  - The physician group feels much better prepared for the 2nd COVID wave compared to anxiety felt at the start of the pandemic.
- The Foundation highlighted fundraising challenges due to the pandemic. All third-party events in support of the Foundation has been cancelled due to the pandemic and there have been challenges in capital fundraising.

**Next Meeting**

Wednesday, December 2, 2020 1p.m. via ZOOM