



board of directors

Meeting:	WCH Board of Directors Meeting			
Date:	Wednesday, December 7, 2022			
Location:	Videoconference			
Chairperson:	JoAnne Doyle – Chair			
Secretary:	Paula Da Ponte			
In Attendance:	Paula Allen Bonnie Bloomberg John Capobianco Aida Cipolla	Lisa Robinson Maya Roy David Court Tuhina Biswas	Donna Walwyn Debbie Simpson Leslie Woo Susan Monteith	Heather McPherson Kyle Kirkham Jennifer Price
Regrets:	Michael Foulkes Lindsay Campbell	Chinyere Eni-McLean Arleen Huggins	Rupinder Dhillon	Talia Zenlea
Guests:	Onil Bhattacharyya, Scientist Sandra Smith, VP People, Culture & Equity & Corporate Human Resources Officer Zak Rochon, Metric@Works Kathy Cunningham			

1.0 Welcome and Call to Order

J. Doyle welcomed everyone and called the meeting to order at 1702 hours.

2.0 Land Acknowledgement

J. Doyle began the meeting with a Land Acknowledgement.

3.0 Conflict of Interest Declaration

H. McPherson noted a conflict with agenda item 12.0 *“Plexxus Update”*.
There were no other conflicts declared.

4.0 Patient Experience Story

H. McPherson shared feedback from a patient experience survey completed in 2021. The theme from the results were inconsistent use of language interpretation services. To improve access to the interpretation services, Women’s College Hospital (WCH) has included information in WCH Connect, provided posters and presented at Town Hall.

5.0 Generative Discussion – Population Health

O. Bhattacharyya, Director, Institute for Health Systems Solutions and Virtual Care, presented on population health. Members were informed that population health involves improving clinical health outcomes, reducing health inequalities, improving care coordination and engaging patients and or identified populations. O. Bhattacharyya discussed a 2020 study model that included the following features:

- Segmentation (finding the right people)
- Coordination (working across sector)
- Engagement (empowering clients)

During the pandemic, health inequalities and barriers to access became increasingly evident. Women's College Hospital uses population health approaches to deliver care and improve outcomes. Examples of programs using a population health approach are:

- Promoting Access to Team-based Healthcare (PATH) Project
- COVID Care @ Home
- Long Term Care+

Members asked how equity, diversity and inclusiveness (EDI) is included in population health approaches and members were informed that population health ideally incorporates engagement and experience of patients and providers to reflect on and improve EDI and shared accountability.

6.0 Consent Agenda

The consent agenda included the Board agenda, Board minutes from October 5, 2022, Auditor Independence policy and committee terms of reference (GNC, Resources and Executive).

A member asked if reviewing or changing auditors was included in the policy. Members were informed that a term limit is noted in the contract.

A. Cipolla moved and J. Capobianco seconded

THAT items presented for approval in the consent agenda be approved.

CARRIED

7.0 New Director Nominee

D. Walwyn reported that the Governance and Nominating Committee continues to work with Boyden Executive Search to assist in recruiting two new Board members for the 2022-2023 Board year. The committee is recommending one Director and one position remain vacant as interviews will continue in the new year.

D. Walwyn moved and S. Monteith seconded

THAT as recommended by the Governance and Nominating Committee, the Board of Directors approve the appointment of Katherine Cunningham.

CARRIED

8.0 Chair's Report

J. Doyle provided the following update:

- Executive Committee met in November with an update on the annual commitments from both the CEO and Chair, Medical Advisory Committee.
- The Executive Committee had their interview with Accreditation Canada surveyors on Monday, December 5, 2022, and an organizational debrief will occur on Friday, December 9, 2022.
- WCH commemorated the National Day of Remembrance & Action on Violence Against Women on December 6, 2022, remembering the 14 victims of the Montreal massacre. Government dignitaries included Hon. Sylvia Jones, Deputy Premier, Minister of Health and Mayor John Tory.
- The Quartet met on November 21, 2022. The coordination of Hospital and Foundation timelines was discussed.
- The Ontario Hospital Association (OHA) had three webinar sessions on Health Care Leadership for hospital CEOs and Board Chairs. The final webinar incorporated an opportunity to provide feedback on lessons learned from the pandemic and health care concerns in Northern and Rural areas.
- Board members will receive an email regarding the Board peer/self-survey.

9.0 CEO Report

H. McPherson's report was included in the material. She reported on the following:

- Accreditation surveyors completed their third day on site at WCH. The organization will receive a preliminary report on Friday.
- To assist with the increased needs of the community and assist busy emergency departments, WCH opened a COVID-19, cold and flu clinic to assist patients two years old and up with respiratory symptoms.
- The organization submitted a proposal and received confirmation that WCH will receive funding for the Long-Term Care+ (LTC+) program.
- Members were informed that on November 29, 2022, Ontario Supreme Court declared Bill 124 void and not in effect. The Ontario government announced they will appeal the decision.
- The Staff and Physician Engagement Surveys saw high response rates from both staff and physicians.

Staff and Physician Engagement Survey

Z. Rochon provided members an overview of the survey results and highlighted that the overall response rate is high for both employees and physicians. Members were informed that out of 32 employee drivers, many in the high range and just one driver was below 60%. Out of 39 physician drivers there were three drivers at the 50% range.

S. Smith and C. Maxwell presented the corporate action plan that will focus on the following three areas to support engagement:

- 1) Operational Workflows Process
- 2) Career Advancement and Development
- 3) Communication Campaign

10.0 Review 2023-2024 Operating Plan Process

S. Monteith informed members that 2023-2024 operating planning has been in process since the fall of 2022. One of the planning priorities continue to be the execution of the Hospital strategy. New funding from the Government to mitigate challenges is uncertain and there is additional uncertainty with Bill 124. Currently our 2023-24 operating budget is projecting a deficit as the pandemic has taken a material toll on the hospital sector. This prediction may change by the time the budget is presented at the Board in March 2023.

11.0 2023-2024 Hospital Annual Planning Submission

S. Monteith informed members that the hospital has a responsibility to submit a Hospital Annual Planning Submission (HAPS) that is an accountability agreement between Ontario Health and the Hospital. During the pandemic the Ministry of Health deferred renewing the Accountability Agreement and extended the 2019-2020 agreement to March 31, 2023. On October 14, 2022, Ontario Health requested that hospitals submit a new 2023-2024 agreement by December 2, 2022, for review prior to submitting the final agreement by January 31, 2023. The preliminary review will allow discussion with hospitals on relevant issues prior to final submission. The Resources committee will review the agreement in January prior to the final submission.

12.0 Plexus Business Update and Implications

Due to a conflict of interest, H. McPherson recused herself from the meeting.

S. Monteith informed members that Plexus provides supply chain services to hospitals mainly in the Greater Toronto Area (GTA). WCH was recently informed that two hospitals in the GTA will be exiting from their agreements with Plexus. As a result, the Resources Committee will continue to monitor and review the best options for Women's College Hospital.

13.0 Medical Staff Appointments

13.1 New Medical Staff Appointments

The list of new medical staff privileges recommended at the Medical Advisory Committee meeting November 1, 2022, and December 6, 2022, was included in the material.

S. Monteith moved and D. Walwyn seconded

THAT on the recommendation of the Medical Advisory Committee, the Board of Directors approve the appointment of the applicants listed to the WCH Medical Staff effective December 8, 2022.

CARRIED

14.0 Foundation Report

J. Bernard presented the following items on behalf of D. Simpson:

- The Foundation held an Annual Presidents' Reception last week and J. Bernard thanked members who attended.
- Every Breast Campaign achieved its goal raising \$4.5M that will support a refurbishment and purchase of new Breast Imaging machines.
- Donations continue to track strongly.
- Shoppers Drug Mart will directly fundraise for Women's College Hospital throughout November and December for the first time through Women's Health Collective Canada.
- LCBO published an article in their magazine that noted Women's College Hospital as one of their top partners in Ontario.
- Women for Women's event is scheduled on March 8, 2023.

15.0 Next Meeting

The next Board of Directors meeting is scheduled on Wednesday, February 1, 2023, at 5:00pm.

16.0 Adjournment of Meeting

The meeting was adjourned at 1855 hours.

17.0 In Camera

J. Doyle called the in-camera meeting to order at 1857 hours and adjourned at 1858 hours.

18.0 Open Board Reconvened

The open board meeting reconvened at 1858 hours.

19.0 Closure of Meeting

The meeting was closed at 1858 hours.