



GGH Board of Directors Meeting

OPEN SESSION

April 27, 2021

Via WebEx - Details in meeting request

Guelph, ON

MISSION: To provide the highest quality care and experience for patients and the families



GGH OPEN Board of Directors Meeting - April 27, 2021

AGENDA

1 min	1. Welcome and Call to Order K. Wilkie	Information
1 min	2. Declaration of Conflict of Interest K. Wilkie	Information
1 min	3. Chair Remarks K. Wilkie	Information
	a) Summary of Motions	
	<i>OPEN Motion Summary Sheet - April 27, 2021</i>	Page 4
1 min	4. Approval of Agenda and Consent Agenda K. Wilkie	Decision
	a) Approval of Agenda - April 27, 2021	
	<i>OPEN Agenda - April 27, 2021</i>	Page 5
	b) Approval of Minutes - March 23, 2021	
	<i>OPEN BOD Minutes March 23, 2021 DRAFT</i>	Page 8
	c) President and CEO Report	
	<i>OPEN CEO Report - April 2021.docx</i>	Page 10
	d) Chief of Staff Report	
	<i>OPEN COS Report - April 2021</i>	Page 12

20 min

5. Quality Committee Report
M. Stanley

Information

OPEN Quality Report - April 2021

Page 14

Generative Discussion Briefing Note

Page 15

1 min

6. Next Meeting - May 25, 2021
K. Wilkie

Information

1 min

7. Meeting Adjournment
K. Wilkie

Decision



**BOARD OF DIRECTORS
April 27, 2021
SUMMARY OF RECOMMENDED MOTIONS**

OPEN SESSION:

Agenda and Consent

- a) Approval of Agenda – April 27, 2021
- b) Approval of Minutes – March 23, 2021
- c) President and CEO Report
- d) Chief of Staff Report

It is recommended that the Board of Directors approve the Agenda and Consent Agenda as presented.

Closed Session Adjournment



AGENDA
Board of Directors
Tuesday April 27, 2021
OPEN MEETING
6:00 p.m.
Via WebEx

AGENDA ITEM		LEAD	ACTION	TIME
1.	Welcome and Call to Order	K. Wilkie		1 min
2.	Declaration of Conflict of Interest	K. Wilkie	Information	1 min
3.	Chair's Remarks a) Summary of Motions	K. Wilkie	Information	1 min
4.	Approval of Agenda and Consent Agenda: a) Approval of Agenda – April 27, 2021 b) Approval of Minutes – March 23, 2021 c) President and CEO Report d) Chief of Staff Report	K. Wilkie	Decision	1 min
5.	Quality Committee	M. Stanley	Information	20 min
6.	Next Meeting: May 25, 2021	K. Wilkie	Information	
7.	Meeting Adjournment	K. Wilkie	Decision	



GUELPH GENERAL HOSPITAL - BOARD OF DIRECTORS

2020-2021 Committee Membership

<p><u>Administration & Facilities Committee</u> Terry Campbell- Chair Dr. Ken McKenzie* David Forestell Dale Mills Liz Sandals Melissa Skinner Marianne Walker Kathy Wilkie Glenn Weppler – Community Member Mark Zonneveld – Community Member Karen Suk-Patrick – Resource Cheryl Cowden –Resource Gavin Webb – Resource</p>	<p><u>Audit Committee</u> David Kennedy - Chair Terry Campbell David Forestell Kathy Wilkie Brad Riley – Community Member Marianne Walker (non-voting) Cheryl Cowden-Resource Gavin Webb - Resource</p>
<p><u>Nominating Committee</u> Kathy Wilkie – Chair Terry Campbell Rena Hubers Marianne Walker</p>	<p><u>Governance Committee</u> Ted Sehl-Chair David Kennedy Rena Hubers Dr. Hamid Nasser * Janet Kaufman Marianne Walker Kathy Wilkie</p>
<p><u>Quality Committee</u> Matt Stanley- Chair David Kennedy Dr. Joan Chan Dr. Jennifer Caspers Fraser Edward Sarah Sayyed Melissa Skinner Karen Suk-Patrick Marianne Walker Kathy Wilkie Lise Betteridge –Community Member Leslie Fleming –Community Member Julie Wilson - Resource</p>	<p><u>IT Advisory Committee</u> ON-HOLD Dale Mills – Chair Dr. Jennifer Caspers Fraser Edward Stephanie Pearsall (NWHC) Melissa Skinner Stephen Street – (NWHC Ex-Officio) Cam Yates (NWHC) Paul Smith – (NWHC) Community Member Gary Schumacher – (NWHC) Community Member Marianne Walker – Ex-Officio Gavin Webb Dale Maw – Resource</p>



**BOARD OF DIRECTORS
MEETING ATTENDANCE
2020-2021**

	<i>Sept 22</i>	<i>Oct 27</i>	<i>Nov 24</i>	<i>Jan 26</i>	<i>Feb 23</i>	<i>Mar 23</i>	<i>Apr 27</i>	<i>May 25</i>	<i>June 22</i>	<i>AGM</i>
Kathy Wilkie - Chair	P	P	P	P	P	P				
Terry Campbell	P	P	P	P	P	P				
Dr. Jennifer Caspers	P	P	P	P	P	P				
Dr. Joan Chan	R	P	P	P	P	P				
Fraser Edward	P	P	P	P	P	P				
David Forestell	P	P	P	P	P	P				
Rena Hubers	R	P	P	P	P	P				
Melissa Skinner	P	P	P	R	P	P				
Janet Kaufman	P	P	P	P	P	P				
David Kennedy – Vice Chair	P	P	P	P	P	P				
Ken McKenzie – MSA President	P	P	P	P	P	P				
Dale Mills	P	P	P	P	P	P				
Liz Sandals	P	P	P	P	P	P				
Sara Sayyed	P	P	P	P	P	P				
Edward Sehl	P	P	P	P	P	P				
Matt Stanley – Vice Chair	P	P	P	P	P	P				
Marianne Walker	P	P	P	P	P	P				



MINUTES – OPEN MEETING - DRAFT
Board of Directors
Tuesday March 23, 2021
Via WebEx

Present: K. Wilkie – Chair, T. Campbell, J. Caspers, J. Chan, F. Edward, D. Forestell, R. Hubers, J. Kaufman, K. McKenzie, D. Kennedy, D. Mills, H. Nasser, L. Sandals, S. Sayyed, T. Sehl, M. Skinner, K. Suk-Patrick, M. Stanley, M. Walker and L. Robinson - Recorder

Regrets:

Guests: S. Bone, G. Webb

1. CALL TO ORDER

The meeting was called to order at 6:03 p.m.

2. DECLARATION OF CONFLICT OF INTEREST

No conflicts of interest were declared.

3. CHAIRS REMARKS

K. Wilkie welcomed members to the meeting.

4. APPROVAL OF THE AGENDA AND CONSENT AGENDA

- a) Approval of Agenda – March 23, 2021
- b) Approval of Minutes – February 23, 2021
- c) President and CEO Report
- d) Chief of Staff Report
- e) Governance Report
- f) Institute of Corporate Directors Course Summary

It was MOVED by F. Edward SECONDED by D. Mills that the Board of Directors approve the agenda and consent agenda as presented. CARRIED.

5. QUALITY COMMITTEE REPORT

M. Stanley referenced the briefing note included in the package. It was highlighted that after a generative discussion took place at the February meeting regarding patients and families being involved in decision making at all levels, there was agreement that the Quality Committee should consider adding a PFAC member to the Quality Committee. It was highlighted the member would bring that patient voice to the Committee table.

The Quality Committee recommended the Terms of Reference be amended with the addition of a PFAC member. M. Stanley noted once approved by the Board, a call out to PFAC members would be made and an interview with the Nominating Committee would take place.

Further discussion will take place at the next Quality Committee regarding candidates, on-boarding and skill set

It was MOVED by F. Edward SECONDED by S. Sayyad that the Board of Directors approve the revised Terms of Reference with the addition of a PFAC member as a voting member of the Quality Committee as presented. CARRIED.

Members were also provided an accreditation update noting it is one month away and it remains on track for the scheduled April 12-16th dates.

7. RECOGNIZING OUR STAFF

M. Walker provided a presentation recognizing staff for their contribution to supporting the community outbreaks. K. Wilkie thanked the team.

8. NEXT MEETING

The next meeting is scheduled for April 27, 2021

6. ADJOURNMENT

It was MOVED by K. Wilkie to adjourn the meeting at 6:19 p.m.

Chair – K. Wilkie

Secretary – M. Walker



**REPORT OF THE PRESIDENT AND CEO
BOARD OF DIRECTORS OPEN MEETING
April 27, 2021**



1
Provide the
safest and
highest
quality care

Provide the safest and highest quality care

Patient Occupancy and COVID

On April 10th Ontario Health directed hospitals to ramp down elective surgeries and procedures effective April 12th. Urgent and emergent surgeries and procedures continue. With the ramp down of elective surgeries and procedures, we have been able to increase capacity in our ICU. Staff have been redeployed to ICU to assist as we deal with the 3rd wave which has proved to be most challenging.

Over the past few weeks the number of COVID positive patients has escalated significantly. A few weeks ago, we had fewer than 5 COVID patients. However, recently over 17 patients were occupying our beds with several needing ICU care. As you are aware the GTA area has been hit hard with COVID positive patients requiring medical and ICU care and are on overwhelm. We have been accepting and continue to accept patients from the GTA in ICU and in our medical unit.

I am very proud to say that our staff have stepped up and volunteered to help in ICU and other areas as we battle this relentless virus.

Accreditation 2021

As you are aware, we were ready for our Accreditation Canada survey which was to take place April 12-15th. Through conducting mock surveys, I was able to see first hand the caring and the quality care that our teams provide. Unfortunately, with the third wave and the Stay-at-Home Order, Accreditation Canada cancelled all surveys the weekend before our scheduled survey. The survey is being rescheduled.



2
Support our
exceptional
team

Support our Exceptional Staff

Care Cart –Recognizing our Amazing Staff

In February with the support of our Foundation and the Volunteer Association, Senior Leadership started delivering treats as a way of recognizing staff. It is a small token that demonstrates our appreciation for staff’s dedicated care

that they provide our patients and the kindness and support they continue to provide one another during this very long pandemic. There are a variety of things in a care package such as chocolate, lip balm or mints, instant coffee or even some GGH swag. The Care Packages are meant to bring a smile to faces and brighten their day, and have been very well received.



3

Create a coordinated, high quality system of care with our partners

Create a coordinated high quality system of care with our partners.

Guelph and Area Ontario Health (G&AOHT)

Our G&A OHT continue to work together to manage the increased needs of our community related to the pandemic. A call has gone out to members to determine who has the capacity and skills to assist in care as the number of patients with COVID increase.



**REPORT OF THE CHIEF OF STAFF
BOARD OF DIRECTORS OPEN MEETING
April 27, 2021**

FOR INFORMATION

MAC Highlights

The Medical Advisory Committee met on April 12, 2021. The MAC Highlights are attached for your information.

J. Caspers
Chief of Staff

MAC Highlights



**April
2021**

Chief of Staff
Dr. Jennifer Caspers

President & CEO
Marianne Walker

**VP Patient Services
and CNE**
Melissa Skinner

President of the MSA
Dr. Ken McKenzie

**Director Quality and
Professional
Practice**
Julie Wilson

**Department Quality
Report**
Obstetrics & Gynaecology
/ Midwifery
Dr. Nancy Dzaja
Sarah Cressman

Guests
Gavin Webb, CFO
Dr. James Murdoch

Professional Staff Recognition:

Gifts of Gratitude: Dr. Ken Reed (General Surgery) and Dr. Alina Dragomir (Hospital Medicine)

Acknowledgments: Dr. Donovan (OB/GYN), Dr. Reed (Gen Surgery), Dr. McKenzie (Ortho), Dr. Boulis (Anesthesia) and Dr. Fregeau (ED)

Vaccine Roll Out and the Variants (MSA meeting March 22, 2021):

Dr. Nicola Mercer spoke at the recent Professional Staff meeting regarding vaccine roll out and the variants. Highlights of this presentation include:

- Dr. Mercer suggested that the goal of vaccinating 75% of the population over the age of 16 by mid-June is achievable pending availability of vaccine supply.
- Efficacy of the various vaccines was discussed. She suggested that people should accept the first vaccine that is offered to them.
- Discussed the delayed/prolonged interval between first and second doses of the vaccine. Dr. Mercer stated that it is more important to have a greater number of people vaccinated with one dose as opposed to half than number vaccinated with 2 doses.
- Pharmacy team will be working with Public Health to provide vaccinations to ALC patients. Physicians may be asked to identify any patients 16 year of age and older that are clinically stable and able to receive any excess doses.

Vaccination Status/EHS Reporting GGH:

- 45% of hospital staff have reported vaccination.
- 17% of staff have reported receiving both doses.

Ramp Down:

Ontario West has sent a directive that all hospitals are to stop all non-urgent/emergent surgeries and procedures in order to make room for the potential increase in COVID+ patients in need of medical and ICU beds. The ICU numbers in the province are very high and as such each hospital is asked to examine every service in the organization that provides nursing care and consider how to ramp them down within hours if the nursing staff need to be redeployed. Some nurses will have to be trained or be a part of a team nursing approach. Hospitals have been advised to expect transfer of patients from other facilities and create space.

- Inter-hospital transfers no longer require patient consent. Patients can be transferred to a facility meeting their care needs at any time during an in-hospital stay. Informational material will be provided to patients regarding this and posters will be displayed in the ED with this information.
- Home care staff may be redeployed to hospital if needed.
- GGH staff may be redeployed to other areas of the hospital where there skills are needed. In a critical situation, staff may be redeployed outside GGH.

Hospital Accreditation:

Hospital Accreditation has been postponed due to the Ontario "lock-down". Possible rescheduling may be to June or September.

Quality Improvement Partnership Program with CPSO:

"Improving Communication" is the over-arching theme of the QI Project with the CPSO. Three departments have submitted their projects and been approved by the CPSO (ED, IM, HM). Members of those quality projects have been provided with the next steps to move toward completion of the components that will move them towards a 5 year CPSO approval.

Medical Staff Association:

- Planning for the redevelopment of the second floor physician lounge is underway. A formal plan will be presented at the May MSA meeting for final review/approval.
- Due to work demands, Dr. Hamid Nasser has chosen to resign from his role as VP of the MSA as of July 1, 2021. Negotiations are underway by the Executive Committee to fill this gap.
- The staff gym is to be closed and all equipment is to be made available for purchase.



**REPORT OF THE QUALITY COMMITTEE
BOARD OF DIRECTORS OPEN MEETING
April 27, 2021**

The Committee met on Thursday April 8, 2021

FOR INFORMATION

COVID and Mental Health Generative Discussion

M. Stanley referenced the briefing note included in the package and provided an overview of the article: Mental Health in Canada - COVID19 and Beyond. It was noted to be a very timely discussion topic as it is anticipated that an increased need for mental health and addiction services will continue to escalate post pandemic. Research is demonstrating that the pandemic is having a significant negative impact on people's mental health. Like most facilities, GGH has experienced an increase in the number of patients requiring mental health and addiction services. As the numbers escalate, it continues to put a significant strain on the health care system.

A robust discussion ensued highlighting many of factors contributing to the mental health crisis; addictions, housing, financial stress and COVID-19. The Committee agreed there is a need to continue to support our teams to keep them healthy in order to be able to help our patients and community. It was highlighted a health and wellness coordinator position has been created to help support staff needs.

Accreditation Update

J. Wilson provided an accreditation update noting our accreditation is next week and teams are ready.

Respectfully submitted,
Matt Stanley
Chair, Quality Committee



BRIEFING NOTE – GENERATIVE DISCUSSION

Date: April 8, 2021

To: Quality Committee

From: Marianne Walker, President & CEO

Purpose/Issue: Generative discussion –Impact of the pandemic on mental health and addictions-future planning

BACKGROUND:

On a regular basis the Quality Committee participates in generative discussion about quality or patient safety. Research is demonstrating that the pandemic is having a significant negative impact on people’s mental health. GGH has experienced an increase in the number of patients and providers requiring mental health and addiction services. The escalating numbers are putting a significant strain on the health care system.

It is timely to have a generative discussion about this topic, as it is anticipated that an increased need for mental health and addiction services will continue to escalate post pandemic.

An article, *Mental Health in Canada: COVID-19 and Beyond- CMHA Policy Advice*, written by the Canadian Mental Health Association is included for your review and discussion.