



Listowel Wingham Hospitals Alliance
Board of Directors Meeting
Wednesday, September 29th, 2021
 LM OP Building / WD Boardroom / WebEx

PRESENT:	Dale Gilchrist, Chair (W)	Stacey Ash (L)	STAFF	Rhonda Scheeringa (L)
	Dr. M. Moores (W)	Dr. T. Suggitt (L)		Barb Major-McEwan (V)
	Janice Pape (L)	Doug Miller (W)		Sandra Albrecht (L)
	Rick Boisvert (V)	Penny Mulvey (W)		Meghan Martin (W)
	Susan McLaughlin (L)	Sharon Skinn (W)		Justine Leslie (W)
	Conor O'Keefe (V)	Karl Ellis (L)		
	Hugh Clugston (W)	Jes Weber (L)		
	Dr. S. Vander Klippe (V)	Bert Johnson (L)	PATIENT REP	Rosemary Rognvaldson (L)
ABSENT:	Dr. D. Gateman		GUESTS:	
REGRETS:			REGRETS:	

1. CALL TO ORDER and WELCOME

Chair D. Gilchrist called the meeting to order at 1725 hours.

2. APPROVAL OF AGENDA AND CONSENT AGENDA

Moved by: D. Miller

Seconded by: J. Pape

THAT the LWHA Board of Directors approves the Agenda for Wednesday, September 29th, 2021 and the following Consent Agenda reports be received as circulated

- Board of Directors Meeting Minutes of June 23rd, 2021
- LMH Foundation
- WDH Foundation
- President and CEO Report (August, 2021)

MOTION: Carried

3. DECLARATION OF CONFLICT OF INTEREST

There were no conflicts of interest declared.

4. BOARD EDUCATION: Talent Management – R. Scheeringa / K. Ellis

- K. Ellis welcomed R. Scheeringa to the Board table.
- The Board provides oversight to the strategic Human Resources plans, and plays a key role in the development of the strategic plans including the organization's values.
- The current Strategic Plan is nearing its conclusion and will be revised in 2022.
- The Mission Statement highlights a workplace that nurtures individual and collective potential.
- The Strategic Plan includes implementing recruitment processes, leadership development, talent management, and succession planning to ensure future success.
- Learning and motivating involves investing resources and providing training opportunities to support staff (i.e. nursing skills day, education budget, civility and code of conduct training for all staff).
- Leadership development includes LEADS, Emotional Intelligence, Crucial Conversations, and continuous learning.
- LWHA undertakes a strategic review of various structures, systems, processes to ensure the organization has an efficient and effective operating model (i.e. Standard Work for major functions and single incumbent positions).
- Talent acquisition and retention involves realistic job previews and job descriptions, administration of job related tests, and the requirement of three work related references.
- C. O'Keefe asked how the pandemic has affected recruiting practices. R. Scheeringa explained that the department pivoted quickly to virtual onboarding processes to ensure there were no delays.
- Staff are engaged through various appreciation events, the JOY meter, the Annual Long Service awards, monthly acknowledgement of anniversaries, announcements of new hires, peer support, and recognition as a standing agenda item in meetings.
- Dr. Vander Klippe asked about the recognition of years of service, R. Scheeringa clarified that while this was historically based on a formula using the individual's hours worked, it is now based on the date of hire.
- The performance management target is set at 100%. Staff complete a self appraisal tool to identify goals, provide feedback to leader. Additionally, there is an annual CEO evaluation, and the consolidated Corporate Objectives are reviewed with the Board of Directors.
- Compensation involves a job evaluation process that is in place for all non-union staff including leaders. There are three centrally negotiated collective agreements with four local agreements and one locally negotiated collective agreement.
- Career development is highlighted by the promotions of current VPs on the Senior Team from other leadership roles.
- Leadership roles are expected to participate in the leadership development training.
- Short and long term successors are identified annually for leadership.
- 3 of 5 Senior Team members eligible for retirement in next year.

5. NEW BUSINESS / DECISIONS AND REPORTS

5.1 VP of Clinical Services and Quality Report – J. Leslie

- Focus on Accreditation preparation at this time. Next steps will be to meet with Accreditation Canada and with the Accreditors to understand more details about the onsite review.
- LWHA has partnered with the collaborative regional group to implement standard principles

around patient visiting. Each organization will adopt these principles and will subsequently create policies.

- P. Mulvey asked for clarification, J. Leslie noted that there are various categories of patients that would require visitors be permitted (i.e. compassionate grounds for Palliative patients).
- S. Skinn questioned whether families are informed of visiting policies, as her recent experience was that this was not communicated. J. Leslie will review this communication strategy. S. Skinn and D. Gilchrist emphasized the importance of consistency. Dr. Moores agreed that despite the evolving policies in response to the pandemic, families need to be well informed.
- D. Miller confirmed that while the principles themselves are developed throughout the region, the policies are specific to individual sites.

5.2 President and CEO Report – K. Ellis

- K. Ellis highlighted the capacity issues within healthcare. Acute occupancy is over 90% in the South West. There are significant staffing challenges across the region.
- Acknowledgment of J. Leslie's leadership during K. Finlayson's secondment to the Yukon.
- [REDACTED]
- Acknowledgement of Z. Ashley's efforts in the Yukon.
- The Ontario Health Team has created a standardized IPAC program.
- Organizations are expressing interest in using space at Royal Oaks. K. Ellis is prepared to work with community agencies and will try to support requests.
- H. Clugston asked whether there would be an adjustment for all other renters. K. Ellis explained that rents vary depending on the situation (i.e. non-profit groups). Cash flow is a break even proposition.

5.3 North Perth Recruitment Committee Member – K. Ellis

- J. Pape has joined committee in North Perth.
- S. Ash has joined the Listowel Memorial Hospital Foundation.
- P. Mulvey is continuing with the Wingham and District Hospital Foundation.
- Please inform K. Ellis if interested in participating on the North Huron Recruitment committee.

5.4 Briefing Note: Listowel Redevelopment Proposal – K. Ellis

- LMH facility has remained functional but is starting to see pressures. For example, patient rooms (i.e. 4 patients sharing a washroom), IPAC standards, regulations around sprinklers, wooden doors.
- The ED was built on assumptions from 2003. The community has changed, and now it's undersized in terms of volume of patients. This plan is meant to provide assumptions for the next twenty years.
- Once Ontario Health approves the plan that was submitted, it then goes to the Ministry Capital Branch for review.
- WDH inpatient area has similar deficiencies. Could leverage the review on LMH to create a request for WDH.
- S. Ash asked for clarification around the request. K. Ellis stated that at this time, he is unsure if the renovation can be done to the existing space.
- S. Ash asked about the expectation for community investment. The Ministry would cover 90% of bricks and mortar, with the expectation that the remaining 10% be raised. 100% community funds for equipment.

- Discussed during J. Leslie's report.

6. CLOSED IN CAMERA SESSION

The in-camera minutes are under separate cover.

Moved by: S. Skinn

Seconded by: J. Weber

THAT the LWHA Board of Directors meeting move to 'In-Camera' session and that staff remain.

MOTION: Carried

7. HURON PERTH ONTARIO HEALTH TEAM

- Highlights from Sept. 28th to be included next month.
- IPAC project underway.
- Draft agreement developed.
- Considering an Accreditation survey that would cover all organizations in OHT. This would take place in 2023. System level accreditation would be valuable.

8. BOARD RECOGNITION OF QUALITY IMPROVEMENT

- Dr. Moores reiterated the Board's strong support for the vaccination policy. He expressed concern around S. Skinn's experience with visiting challenges this week and was hopeful that communication would be improved in that regard.

9. CORRESPONDENCE

CEO Announcement:

- B. Johnson praised K. Ellis for his mentorship of Angela Stanley while she was at LWHA.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

OH West Stakeholder Information

- Included for information.

10. COMMUNICATION REQUIRED FOLLOWING BOARD MEETING

- A summary of this meeting will be emailed.

11. DATE OF NEXT MEETING

- Wednesday, October 27, 2021
- WebEx / LM OP Building / WD Boardroom
- 1700 Hours

12. MEETING EFFECTIVENESS EVALUATION

- Hybrid model worked.
- D. Gilchrist found R. Scheeringa's education presentation informative.

13.	BOARD ONLY
14.	ADJOURNMENT
Moved by: P. Mulvey Seconded by: J. Pape THAT there being no further business the LWHA Board of Directors meeting be adjourned at 1935 hours.	

D. Gilchrist, Chair

Karl Ellis, Secretary