

Listowel Wingham Hospitals Alliance

Board of Directors Meeting

Wednesday, November 24th, 2021

LM OP Building / WD Boardroom / WebEx

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

1. CALL TO ORDER and WELCOME

Chair D. Gilchrist called the meeting to order at 1805 hours.

2. APPROVAL OF AGENDA AND CONSENT AGENDA

Moved by: P. Mulvey

Seconded by: B. Johnson

THAT the LWHA Board of Directors approves the Agenda for Wednesday, November 24th, 2021 and the following Consent Agenda reports be received as circulated

- Board of Directors Meeting Minutes of October 27th, 2021
- LMH Foundation
- WDH Foundation
- Strategic Planning and Communications Committee Meeting Highlights

MOTION: Carried

3. DECLARATION OF CONFLICT OF INTEREST

There were no conflicts of interest declared.

4. BOARD EDUCATION: LWHA Information Technology and Cybersecurity Update 2021 – L. Jewitt & B. Major-McEwan

- COVID-19 required a shift in focus away from project work to strengthen cyber security maturity across all partner organizations.
- Will measure maturity within cyber security by doing assessments. One assessment was completed in 2019, followed by two more reviews.
- Committee continues to look at options to address gaps that persist amongst hospitals.
- Four domains include governance, security, vigilance, and resilience.
- Governance:
 - Assess elements within risk management, policies, vendor management.

- Created IT security policy to address risks and security, including disciplinary action and implementing a contract with third party vendors that connect to the network.
- Will aim to strengthen governance structure, refine operational policies, increase maturity of risk management program.
- Security:
 - Assess elements of information protection, identity and access management, infrastructure protection. Have implemented 25 areas within this domain.
 - Includes a Patch management solution, the creation of a logical access control policy to manage access to the network, a standardized password manager for the IT dept., offline encrypted back ups, improvement in onboarding and offboarding of employees.
 - Next steps include vulnerability management and testing, and to perform a formal information classification exercise.
- Vigilance:
 - Addresses threat management and security analytics. Phishing simulations are regularly performed.
 - Next steps include having a centralized log management solution, and the development of a formal security incident response plan that can be deployed. Will be considered at a regional level.
- Resilience:
 - Assesses major components of incident management including full restoration of operations. Business Continuity Plan and Disaster Recovery Plan in place. Able to protect and restore.
 - Next steps include performing a business impact analysis.
- Regional cyber security planning involves 24/7/365 monitoring in London, vulnerability scanning, other hospitals hosting technologies, regional retainer for third party incident responder, regional training materials for staff and specialized security training, regionally coordinated phishing exercises, regional table-top exercises to test incident readiness.
- H. Clugston asked whether LWHA is assured that another cyber attack will not take place. L. Jewitt could not promise that this wouldn't happen but did note that there is active preparation underway for such events.
- S. McLaughlin asked whether all hospitals are using the same version of Cerner. L. Jewitt confirmed that all hospitals are on the same instance and are moving forward together. Anything with an IP address that touches our network is addressed in this plan.
- S. McLaughlin asked how often staff receive education. L. Jewitt noted that this is provided during orientation, during October's cyber security awareness month, and efforts are made to increase awareness through emails, videos and phishing exercises quarterly.
- H. Clugston asked if Board members could pose any risk to the network. L. Jewitt explained that this would be unlikely, since they're not connected to LWHA's network. It is more likely that it would damage their personal computers.
- S. McLaughlin suggested circulating this education to Board members.
- Dr. Vander Klippe acknowledged L. Jewitt's efforts and achievements with this initiative.

5. NEW BUSINESS / DECISIONS AND REPORTS

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

- Ministry has initiated a surgical recovery plan to address backlog and support health human resources. LWHA to offer operating room nurse's course to 2 RN's and 2 RPN's at both sites.

- WDH rehab program is adding a dining room.
- Transferring non-emergent patients is challenging. Working through an improvement process that involves a contract with new vendors.
- S. Skinn asked whether the WDH OR would be opening soon. Dr. Vander Klippe clarified that the day cases are at normal capacity, but the on-call program is not currently in place. J. Leslie explained that the recruitment of the OR nurses is a component in addressing this challenge.
- Dr. Rana is the only surgeon that does on-call services.

5.2 President and CEO Report – K. Ellis

- LWHA capacity has typically been 65-75% (lower than neighbouring hospitals within the South West region). It is concerning that the system is this busy early on in the flu season.
- Staffing and ED scheduling in WDH is a current concern. There are 5 shifts over Christmas that are vacant. While EDLP has been engaged, their demand for shifts is exceeding their supply of locum physicians. There are discussions at the South West level about strategic approach to this holiday period. WDH will potentially close their ED for these dates.
- Dr. Vander Klippe recognized Dr. Henderson for his efforts to provide coverage in the ED, to date.
- D. Gilchrist asked whether EDLP was not previously used at WDH because it was not needed at the time. K. Ellis confirmed that this was correct, and that it's renewed quarterly based on the number of vacant shifts un-scheduled.
- K. Ellis inquired with the Board about how they'd prefer to be informed of the ED closure. B. Johnson and R. Boisvert agreed that utilizing local media (i.e. The Listowel Banner, CKNX etc.) would suffice.
- Dr. Moores noted that physicians are struggling at this point in the pandemic, and that closing the ED on occasion is preferable to losing physicians.
- R. Boisvert asked about the strategy for communicating to the community. This communication will be distributed with advance notice via social media, external partners, signage, EMS, and the family health teams.
- S. Ash requested that Board members are copied on news release. R. Rognvaldson added that this information should be sent to the Board in advance of public communication.
- R. Boisvert asked if this was a long term trend. K. Ellis was unsure, but noted that many locum physicians have chosen to assist elsewhere during the pandemic (i.e. assessment centres).
- R. Boisvert asked whether this information flows from hospitals to the Ministry, and whether there was value in a letter from the Board. While Ontario Health communicates this to the Ministry, it was doubtful that a Board letter would benefit the situation.
- 8 staff members are on unpaid leave due to the Vaccination policy.
- Efforts to expand the Fisher Family Primary Care centre are underway. Dr. Suggitt noted that there are times that the clinic is too full to accommodate all physicians on staff. B. Johnson asked who was leading this project. K. Ellis explained that this will be done by LWHA, but the financing will be arranged once a cost estimate is received.
- A conversation between K. Ellis, Todd Kasenberg and the owner of Listowel's Caressant Care facility is scheduled to discuss Long Term Care.
- Braemar Long Term Care is building a new facility in Wingham.

5.3 Huron Perth Ontario Health Team Accreditation Briefing Note – K. Ellis

- K. Ellis in could support joining the Joint Accreditation, if they are reviewing a systems approach to patient care.
- Likely to be scheduled in 2023, shortly after LWHA’s accreditation.
- Recommendation is to participate if doing a light version.

Moved by: R. Boisvert

Seconded by: S. McLaughlin

THAT the Board of Directors of the Listowel Wingham Hospitals Alliance supports participation in the Huron Perth and Area Ontario Health Team Accreditation Canada survey process providing a “light” survey is possible in 2023 or an extension of Accreditation status is granted until 2027.

MOTION: Carried

5.4 Mission Vision Values – K. Ellis

- Committee felt current statements remain applicable.
- R. Boisvert asked how often these are reviewed. K. Ellis suggested reviewing every 3-4 years, in alignment with strategic planning.

Moved by: S. Ash

Seconded by: H. Clugston

THAT following a review of the Listowel Wingham Hospitals Alliance’s Mission, Vision, Values, the Board of Directors believes that they remain relevant to the current health care environment. They also continue to serve the organization well as guiding statements. The LWHA Board of Director’s endorses the continued use of the organization Mission, Vision and Values as attached, to be reviewed in three years or less.

Opposed: B. Johnson

B. Johnson suggested that this be reviewed when the Board feels it’s necessary.

MOTION: Carried

6. CLOSED IN CAMERA SESSION

The in-camera minutes are under separate cover.

Moved by: P. Mulvey

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

- Meeting Notes: Board to Board Reference Group

8. BOARD RECOGNITION OF QUALITY IMPROVEMENT

- D. Gilchrist appreciated the Cyber Security education., acknowledging the work of the IT department.
- R. Boisvert noted that he feels well informed as a Board member. The quality of information at Board meetings is helpful.

9.	CORRESPONDENCE
	<ul style="list-style-type: none"> LHSC has announced their new President and CEO (Jackie Schleifer Taylor).
10.	COMMUNICATION REQUIRED FOLLOWING BOARD MEETING
	<ul style="list-style-type: none"> A summary of this meeting will be emailed.
11.	DATE OF NEXT MEETING
	<ul style="list-style-type: none"> Wednesday, January 26, 2022 WebEx / LM OP Building / WD Boardroom 1700 Hours
12.	MEETING EFFECTIVENESS EVALUATION
	<ul style="list-style-type: none"> P. Mulvey appreciated the Cyber Security presentation.
13.	BOARD ONLY
14.	ADJOURNMENT
<p>Moved by: H. Clugston Seconded by: D. Gilchrist</p> <p>THAT there being no further business the LWHA Board of Directors meeting be adjourned at 1947 hours.</p>	

D. Gilchrist, Chair

Karl Ellis, Secretary