

Sault Area Hospital

Board of Directors, Chair's Report

Updates and News from the SAH Board Meeting



From: **Sharon Kirkpatrick**, Board Chair
Sault Area Hospital

April 2022 Board of Directors' Meeting

The Board of Directors holds its regular meetings each month from September through June. Each month the Board of Directors, through the Board Chair, will share an update on key governance updates and Board decisions impacting the hospital. The Board held its regularly scheduled meeting on April 25, 2022.

At the Board of Directors meeting, board members, senior leadership team, guests, and members of the media heard reports from several of the Board of Directors Committee Chairs. Below are highlights from the committee reports and April's President & CEO Leadership Report and Chief of Staff Leadership Report.

Finance, Audit & Risk Committee Update – Meeting Date: April 7, 2022

The Finance, Audit and Risk Management (FARM) Committee meeting focused on a detailed review of the fiscal year 2022 - 2023 Operating Plan. The Operating Plan provided - detail for the Committee to understand the 2022 – 2023 budget, including the risks/opportunities in the Operating Plan. The FARM Committee recommended that the Board of Directors approve the F2022/23 Operating Plan. This item is on the April Board Meeting agenda.

February 2022, Financial Results — SAH reports a \$0.4M YTD deficit from hospital operations compared to a budgeted deficit of \$4.9M for the same period.

The favourable YTD variance of \$4.5M is primarily driven by unbudgeted (unexpected) COVID funding, which is offsetting unfavourable volume-based funding (lower due to COVID impacts) and some operating costs lower than expected. SAH is expecting to have a balanced position for the fiscal ending March 31, 2022.

Education Committee Update – Meeting Date: April 7, 2022

A draft three-year education plan was presented to the Education Committee. It will be integrated with the Board Work Plan, and a review will next be discussed with SLT. It will then be shared with the Governance Committee for review with the hope of implementing the Plan in September 2022.

Board member orientation has always included a component of volunteer orientation, material that is customized for Board members. A member of the SLT will present this. A tour is also part of the orientation, which can be incorporated as part of the orientation or scheduled separately. Board orientation will continue to have this component with the intention of the material being presented. However, a Learn Management System module could be available. Existing Board members who have completed the orientation process would not be required to complete the revised volunteer orientation.

Governance Committee Update – Meeting Date: April 4, 2022

Accreditation Governance Standards

The Committee discussed the Board's preparation for Accreditation in April 2023. The Board of Directors has a role in the Accreditation process. A Board Lead will collaborate with management on behalf of the Board and will have appropriate support from the Accreditation Site Lead, using the action plan to ensure the Board is prepared for Accreditation leading up to April 2023.

Board Leadership and Board Committee Structure, Leadership and Assignments

Around this time in the term, the Governance Committee starts planning for Board and committee leadership and committee assignments for the upcoming term. As part of the planning, the following decisions will need to be made by the Board in preparation for the next term:

- Board leadership (i.e. Board Chair, Vice Chairs and Secretary) is appointed at the special meeting of the Board following the Annual General Meeting.
- Board committee structure (i.e. the number and type of committees), committee leadership (i.e. Committee Chairs and Vice-Chairs), and committee assignments (i.e. who will sit on each of the committees) are finalized once new members are approved at the Annual General Meeting.
- The Board Chair reported that Board member consultation has started and will continue over the next while.

Board Member Recruitment

An advertisement was created and shared widely through our website, a Media Release, and social media. Targeted messaging was sent to partners on behalf of the Board Chair. Interviews and next steps will need to occur in early May to meet timelines for appointment at the June Annual General Meeting.

The focus of the April meeting was to prepare for next term and the items discussed are on track. There was a good discussion and good input from the committee members on all the agenda items.

Chief of Staff Leadership Report

The [Chief of Staff Leadership Report](#) to the Board provides updates on activities at SAH for April. The following are highlights from the report:

- Our reappointment process is underway, and our credentialing process will be completed in the next few weeks of the Board cycle.
- MAC is refining our Quality of Care reviews in order to institute a standardized process for all of our programs. Over time we will have one standardized process for MAC to review and evaluate the quality of the care available within our hospital.
- Our MAC Continuous Improvement work (MACCI) is a set of quality improvement initiatives which we will be sponsored through our MAC. We are pleased that these are principally physician-led and undertaken as part of the College of Physicians and Surgeons of Ontario (CPSO) QI partnership program. This will enable our physicians to access the evidence-informed learning programs that CPSO is making available to participating physicians.

President & CEO Leadership Report

The [President & CEO Leadership Report](#) to the Board provides updates on activities at SAH for April. The following are highlights from the report:

- The Mental Health & Addictions (MH&A) Program is collaborating with the Canadian Centre for Substance Use and Addiction to develop the 'Parents Like Us' resource for loved ones navigating the MH&A care system. The work is being done with support from the Transformation department and participation from SAH Patient and Family Advisors and community members with lived experience.
- The new "Fit 2 Sit" pilot with Emergency Medical Services began on April 11. This pilot (brought forward by EMS) will see EMS complete a triage before arrival at SAH with patients. Appropriate low acuity patients will be brought directly out to the waiting and triage area to await assessment and care. This will reduce the number of patients waiting on stretchers in the back hall of the ED.
- Work is underway to analyze the results from the 2022 experience survey for staff, providers and volunteers. A framework is under development for interpreting, summarizing, and reporting on results to support action plans. Results and action plans will be shared at the People and Culture Committee meeting in May.
- The ED Triage Safety Project is well underway. The team has been meeting regularly, and several improvements and changes have already occurred involving our ED and community partners, including police services and paramedic services.

SAH Board of Directors Update – Items Approved

The Board of Directors approved the F2022/23 Operating Plan based on the recommendation from the FARM Committee. The approved Operating Plan was presented with SAH's revenues being equal to its expenses for the period of April 1, 2022 to March 31, 2023.

Next Board Meeting

The next regular meeting of the Board will be held on **May 16, 2022**.

If you have any questions or comments, please don't hesitate to contact me through Jennifer Doyle, Executive Assistant SAH Board of Directors, at doylej@sah.on.ca.

Sharon Kirkpatrick