On Wednesday May 27, 2015 the Hôtel-Dieu Grace Healthcare (HDGH) Board of Directors met for their regularly scheduled monthly Board Meeting. In addition to standing business matters, Board Members reviewed and deliberated upon the April 2015 Board Meeting Minutes; Minutes of the Workplace Excellence Committee Meeting; Minutes of the Finance & Audit Committee Meeting; and, the Minutes of the Professional Advisory Committee Meeting.

In addition, the following items were discussed.

- Our Board Chair Shari Cunningham formally introduced Ester Lipnicki as our CNO and E.D. of Patient Experience. Ester is a seasoned leader with experience in the stewardship and management of diverse and complex portfolios within a number of organizations that have had to overcome many resource, cultural and performance-based challenges.

  Ester is known as a progressive and visionary health care leader who is accustomed to health care restructuring, capital projects and large-scale transformational change. She describes her inspiration as being passionate about and committed to patient and family-focused care, access to and quality of care, patient safety and inter-professional collaboration.

  Described as a strong and supportive leader, she has forged exceptional relationships with front-line staff, physicians and leadership teams in a number of large Ontario hospitals. Ester says she has enjoyed relocating to the Windsor region to join other family members, and is looking forward to participating in the many activities available in the area. This includes cycling, boating, walking family pets and yoga.

- Francine Stadler, Program Coordinator, Long Term Mechanical Ventilation, presented the Long Term Mechanical Vent Strategy. The presentation highlighted how HDGH is partnering with the Erie St. Clair Local Health Integration Network to develop a strategy to provide a coordinated continuum of service for people that required long term mechanical ventilation.

  Both a Steering Committee (includes key stakeholders from across the LHIN) and Advisory Committee (expert panel from best practice organizations) have been established. Three priorities were approved by the Steering Committee in January and a briefing note and recommendations have been sent to the LHIN. There are to establish a weaning unit to reduce the number of people that become dependent on
mechanical ventilation, to increase bedded capacity for those that are unsuccessful weaning and will require long term mechanical ventilation, and implement a Community Outreach program to support and maintain people returning to the community.

The next step is to present supporting information for the development of a detailed business case to the LHIN at their June meeting

- Mary Benson Albers, Chief Human Resources Officer – Presented the HDGH Strategic H.R. Plan. The entire presentation is attached to the Board Meeting Highlights.
- Marie Campagna, E.V.P. and C.F.O. presented the Audited Statement for the year ending March 31, 2015

Date of Next Meeting – Wednesday, June 24, 2015 5:00 p.m.
Our Changing Workforce

% Eligible for Retirement

<table>
<thead>
<tr>
<th>Year</th>
<th>2015</th>
<th>2020</th>
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<tbody>
<tr>
<td>10%</td>
<td>30%</td>
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% Eligible for Retirement by Union

<table>
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<tr>
<th>Union</th>
<th>ONA</th>
<th>OPSEU</th>
<th>NON UNION</th>
<th>CUPE</th>
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</thead>
<tbody>
<tr>
<td>36%</td>
<td>50%</td>
<td>44%</td>
<td>50%</td>
<td>41%</td>
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</table>
**Our Vision**
A trusted leader transforming healthcare and cultivating a healthier community.

**Values**
- Respect
- Teamwork
- Compassion
- Social Responsibility

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**JANICE KAFFER**
Coordinator/Navigator of Services

**Governance Engagement**
Master Plan (Ouellette and Prince Rd)

**PATIENTS**
- Patient Safety
- Quality
- Accountability & Performance

**PEOPLE**
- Staff Safety
- Workplace Excel.
- Accountability & Performance

**IDENTITY**
- Local/Regional Partner
- CHI
- Gov’t Relations
- Research/Academics

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**STAFF FEEDBACK**
- Staff Morale
- Patient Satisfaction
- Research & Innovation

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**Dr. Andrea Steen**
Prof. Staff
- Engagement
- Accountability
- Recruitment
- Quality

**Marie Campagna**
Lead Delivery of Care
- Mental Health (TSC & CMHA)
- Regional Children’s Centre
- Rehabilitation
- Complex Continuing Care

**Sonja Grbevski**
Lead Delivery of Care
- Mental Health (TSC & CMHA)
- Regional Children’s Centre
- Rehabilitation
- Complex Continuing Care

**Mary Benson Albers**
Best Place to Work
- Recruit to Retire
- Engagement
- HR Plan
- Learning Academy

**Bill Marra**
Corporation
- Communications
- Partnerships
- Research & Innovation

**Mary Broga**
Moving on Mental Health
- Lead Agency
- LHIN Liaison

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**STAFF FEEDBACK**
- Patient / Staff Ratios
- Patient Enablers
- Patient Satisfaction

**STAFF FEEDBACK**
- Program Equipment

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**STAFF FEEDBACK**
- Staff/Mgr. Face Time
- Staff/Mgr. Communication
- Staff Morale
- Manager Accountability

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**STAFF FEEDBACK**
- Right patient, right location

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**Hotel-Dieu Grace Healthcare**
## Strategic Human Resources Plan 2015-2018

“We are committed to Our People... their Safety, their Development, their Wellbeing.”

### Talent Management

#### Performance Management Strategy
- Develop & Implement performance appraisal tool for all departments/positions
- Develop & Implement performance mgt. framework

#### Succession Planning
- Have a succession plan in place for key leadership roles & roles requiring unique experience & skill sets.
- Understand current state of the workforce

#### Talent Acquisition Strategy
- Update recruitment process to best practice & reflective of our values

#### Engagement Survey Strategy
- Conduct annual work-life pulse survey with increased rate of results
- Analyze results & develop action plan for positive & negative movement

#### Rewards & Recognition Strategy
- Create an environment in which employees feel valued for the work that they do

#### Role Clarity Strategy
- Every employee knows & understands what their job is & how they contribute to the broader strategy

#### Learning & Development Strategy
- Create a learning organization

#### Labour Relations Strategy
- Align Labour Relations approach with strategic drives & values

#### Health & Safety
- Create a culture of safety

#### Wellness Strategy
- Develop a wellness strategy

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**Mary Benson Albers**
- Best Place to Work
- Recruit to Retire
- Engagement
- HR Plan
- Learning Academy
Planned Achievements

March 2016
- Performance Appraisal System
- Succession Plan for ELT/Directors
- Labour Relations Strategy

BECOMING A LEARNING ORGANIZATION

HEALTH AND SAFETY
Planned Achievements

March 2017
- Virtual Learning Academy/Caregiver College
- Emerging Leader Program
- Peer Mentoring Program

BECOMING A LEARNING ORGANIZATION

HEALTH AND SAFETY
Planned Achievements

BECOMING A LEARNING ORGANIZATION

HEALTH AND SAFETY

March 2018
• Succession Plan for Managers
• Refresh R and R Program
• Best Place to Work Award
Planned Achievements

- BECOMING A LEARNING ORGANIZATION
- HEALTH AND SAFETY

March 2019 & Beyond
- Physical Learning Academy
- Caregiver College on site
- HR Strategic Plan Refresh
Planned Achievements

March 2016
- Performance Appraisal System
- Succession Plan for ELT/Directors
- Labour Relations Strategy

March 2017
- Virtual Learning Academy/Caregiver College
- Emerging Leader Program
- Peer Mentoring Program

March 2018
- Succession Plan for Managers
- Refresh R and R Program
- Best Place to Work Award

March 2019 & Beyond
- Physical Learning Academy
- Caregiver College on site
- HR Strategic Plan Refresh

BECOMING A LEARNING ORGANIZATION

HEALTH AND SAFETY
Board Motion

• The HDGH Board of Directors supports and approves the HR Strategic Plan as the framework to guide our initiatives relating to our “People” priority