

Board of Directors Meeting MINUTES

Date: February 27, 2024

Time: 5:30 PM

Location: Board Room & Zoom

Chair: Mr. John Frostiak

Present: Mr. Dennis Gushulak (Zoom), Mr. Trevor Zhukrovsky, Ms. Arlene Swanwick, Mr. John Frostiak, Mr. James Russell, Ms. Dianne Pertoci, Ms. Marion Whitton, Ms. Jennifer Sedlacek, Ms. Eleanor Vachon

Staff: Ms. Hannah Kochuk, Ms. Amanda Kaczmarek, Mr. Sumeet Kumar, Mr. Brent Maranzan (Zoom)

Regrets: Ms. Meghan Gilbert, Dr. Diane Zielke, Ms. Holly Stamarski

1. CALL TO ORDER

The meeting was called to order by Mr. John Frostiak at 5:30 PM.

1.1. Quorum

Quorum was established.

1.2. Acceptance of Agenda

- Item 4.3. Nominating Committee was added to the agenda
- Items 3.1. and 5.1. were discussed prior to item 2 to allow Mr. Maranzan to attend the Red Lake and Dryden Board meetings.

The following motion was brought forward:

MOTION NO: 24-05 Moved: D. Pertoci Seconded: E. Vachon

That the agenda for the February 27, 2024, meeting of the RLMCMH Board of Directors be accepted with the proposed changes.

Vote for motion: Carried.

1.3. Declaration of Conflict of Interest

- None declared

2. CONSENT AGENDA

For the purpose of convenience and for expediting meetings, matters of business of repetitive or routine nature are included in the Consent Agenda and

all such matters of business contained in the Consent Agenda are voted on collectively. A particular matter of business may be singled out from the Consent Agenda for debate or for a separate vote upon the request of any Member. In the case of a separate vote, the excluded matter of business is served from the Consent Agenda, and only the remaining matters of business contained in the Consent Agenda are voted on collectively

2.1. Minutes, Board of Directors, January 23, 2024

2.2. Minutes, Quality Committee, January 9, 2024

The following motion was brought forward:

MOTION NO: 24-06 Moved: A. Swanwick Seconded: D. Pertoci

That the consent agenda of the February 27, 2024, meeting of the RLMCMH Board of Directors be accepted with proposed changes.

Vote for motion: Carried.

3. EDUCATION

3.1. Hospital Finance Briefing

- Mr. Maranzan provided a Hospital Finance briefing to the Directors. During the briefing, it was emphasized that the hospital's financial foundation primarily rests on base funding, with supplementary contributions from sources such as OHIP funding.
- Funds are allocated across different categories: Fund 1 serves the purpose of hospital operations, Fund 2 is dedicated to community operations, and Fund 3 supports non-hospital programs.
- Capital funding, particularly for equipment, emerged as a notable challenge. Unlike operational expenses, most equipment acquisitions do not fall under Ministry of Health funding and thus necessitate fundraising efforts.
- Recommendations were made regarding financial management practices. It was suggested that maintaining a 2% operating margin would be prudent. Additionally, continuous advocacy efforts with the Ministry were encouraged, with a specific focus on highlighting

the unique needs of smaller hospitals within the broader healthcare landscape.

4. BUSINESS ARISING

4.1. Strategic Planning

- All Directors participated in the design of the 24-27 Strategic Plan during the Board Retreat, determining goals, strategic objectives, and pillars. Following this, the plan was presented to the Leadership team, where measures were agreed upon, and associated projects were identified.
- The strategic plan was presented to the Quality Committee. All items will be included in the Quality Improvement Plan. The only outstanding item for the QIP is defining measures and metrics for executive compensation, which will be finalized in March.
- A visual strategy room is being developed in the NOSM room. A review process will be implemented, with regular weekly reviews scheduled to ensure ongoing alignment and progress tracking.

4.2. Approve and Implement Assessment Process for Leadership Team and COS

- After discussion at the February Board Meeting, Mr. Kumar connected with the College of Healthcare Leaders to facilitate the evaluation process.
- The evaluation aims to provide comprehensive feedback for leadership development.
- Mr. Kumar and five other members of the leadership team will participate, excluding the Chief of Staff (COS). The process, costing approximately \$5,000 for the six participants, is scheduled to span 12 weeks.
- Starting March 15th, all six individuals will receive an email prompting them to select five individuals from whom they wish to receive feedback. After 8 or 9 weeks, the participants will receive

their 360 evaluation results. Following this, participants will engage in a one-on-one conversation with a coach from the College of Healthcare Leaders to identify growth areas and develop a Leadership Development Plan (LDP).

- Mr. Kumar will email the leaders to inform them of the process and their involvement.

The following motion was brought forward:

MOTION NO: 24-07 Moved: T. Zhukrovsky Seconded: E. Vachon
That the RLMCMH Board of Directors approves the purchase of the CCHL 360 review for 6 Leadership Team Members, as presented.

Vote for motion: Carried.

4.3. Nominating Committee

- A nominating Committee Meeting is scheduled for March 4th, where further discussion regarding the Vice-Chair vacancy will take place.
- Mr. Gushulak took the time to thank all Directors for providing their comments regarding their willingness to fill the vacancy.
- A report will be provided at the March meeting.

5. NEW BUSINESS

5.1. Financial Statements, January 2024

- Salaries and benefits were identified as the most significant expense, accounting for approximately 60% of the hospital's expenditure.
- In terms of fund allocation, it was noted that \$100,000 from fund type two would be used for administrative services.
- RLMCMH's working capital remains low due to deferred revenue.
- Despite these challenges, the hospital is positioned favourably compared to its peers. Recent funding announcements, totalling approximately \$530,000, from bill-124, are expected to

significantly offset the year-to-date deficit, bringing the hospital close to a balanced financial state by February.

The following motion was brought forward:

MOTION NO: 24-08 Moved: A. Swanwick Seconded: M. Whitton
That the RLMCMH Board of Directors approves the draft financial statements dated January 31, 2024, as presented.

Vote for motion: Carried.

5.2. Scorecard Q3

- The updated scorecard was included for informational purposes.
- Patient labelling errors persist and will be carried over to the Quality Improvement Plan (QIP) for 24-25. This issue is not confined to one department. Efforts are underway to address these complexities. The root cause appears to be staff not confirming patient identity with two identifiers while having the patient present and the label in hand.

The following motion was brought forward:

MOTION NO: 24-09 Moved: A. Swanwick Seconded: D. Gushulak
That the RLMCMH Board of Directors approves the Scorecard for quarter three as presented.

Vote for motion: Carried.

5.3. Policy Approval

- 5.3.1. Executive Limitations / Communication & Support to the Board, BG-CEO-03**
- 5.3.2. Executive Limitations / Compensation & Benefits, BGCEO-04**
- 5.3.3. Services and Supplies Procurement and Ethics, BG-CEO06**
- 5.3.4. Admin on Call, ADM-GA-III-10**
- 5.3.5. Board Policy Review, BG-ACC-03**

The following motion was brought forward:

MOTION NO: 24-10 Moved: A. Swanwick Seconded: E. Vachon

That the RLMCMH Board of Directors approves the policies, Executive Limitations / Communication & Support to the Board, BG-CEO-03, Executive Limitations / Compensation & Benefits, BGCEO-04, Services and Supplies Procurement and Ethics, BG-CEO06, and Board Policy Review, BG-ACC-03 as amended.

Vote for motion: Carried.

The following motion was brought forward:

MOTION NO: 24-11 Moved: A. Swanwick Seconded: E. Vachon

That the RLMCMH Board of Directors approves the policy Admin on Call, ADM-GA-III-10 effective April 1, 2024, as presented.

Vote for motion: Carried.

6. CORRESPONDENCE/INFORMATION

7. EMERGING ISSUES FOR DISCUSSION

7.1. ED Closures: Probability/Risk Management/Thresholds

- Currently, there is physician ED coverage for the entire month of March.
- Physician recruiting initiatives were discussed at the Municipal Healthcare Recruitment Committee meeting. Discussions centred around housing solutions, with the mayor exploring options with Evolution. Incentivization strategies are being looked at to attract individuals to the area.
- Dr. Whiley reported meeting with students at Western University as part of long-term recruitment efforts.

8. REPORTS

8.1. RLMCH Foundation

- The Foundation Cash Lottery Draw finished on February 19. The Net profit was roughly \$7,000.
- Golf Tournament preparation has begun.

8.2. RLMCH Auxiliary

- Nevada tickets and Catch the Ace are still ongoing. The progressive pot is \$4,800.
- A breakfast fundraiser was successfully held at the winter festival, serving between 115 and 130 people.
- Preparations have begun for the craft and gift show on April 20.
- Half of the funds for the heart monitoring system have been raised.
- The Auxiliary is looking at volunteering at the hospital. Ms. Kaczmarek will provide volunteer opportunities.

8.3. Chief Nursing Executive

- A new Fulltime RN will begin working on March 4th.

8.4. Chief Executive Officer

- The CEO report was included in the package.

8.5. Chief of Staff

- Deferred.

9. MEETING EFFECTIVENESS SURVEY

9.1. Results, January 23, 2024

9.2. Survey for Today's Meeting

10. CELEBRATIONS

11. ADJOURNMENT

The meeting was adjourned by Ms. Whitton at 8:02 pm.

12. DATE OF NEXT MEETING: March 26, 2024.

13. IN CAMERA

Mr. Sumeet Kumar

President & CEO

Mr. John Frostiak

Board Chair