

Board of Directors Meeting MINUTES

Date: November 28, 2023

Time: 5:30 PM

Location: Board Room & Zoom

Chair: Mr. John Frostiak

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

Staff: Ms. Hannah Kochuk, Mr. Alex McAuley (Zoom), Ms. Amanda Kaczmarek

Regrets: Ms. Marion Whitton, Dr. Diane Zielke, Ms. Meghan Gilbert, Mr. Sumeet Kumar, Ms. Holly Stamarski, Mr. Marshall Dumontier

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

4.14 HSA Update

4.15 Budget 2024-2025

The following motion was brought forward:

MOTION NO: 23-58 Moved: E. Vachon Seconded: D. Pertoci

That the agenda for the November 28, 2023, meeting of the RLMCMH Board of Directors be accepted, with 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, October 24, 2023
- 2.2. Minutes, Quality Committee, October 10, 2023
- 2.3. Minutes, Resource and Planning Committee, October 16, 2023
- 2.4. Medical Advisory Committee, September 21, 2023
- 2.5. Patient and Family Advisory Committee, September 20, 2023
- 2.6. Patient and Family Advisory Committee, October 18, 2023

The following motion was brought forward:

MOTION NO: 23-59 Moved: T. Zhukrovsky

Seconded: E. Vachon

That the consent agenda of the November 28, 2023, meeting of the RLMCMH Board of Directors be accepted with proposed changes.

Vote for motion: Carried.

3. BUSINESS ARISING

3.1. Strategic Planning

- A brief overview of all the data collected was provided in the package for pre-Board Retreat review. Key themes include the enhancement of culture and communication, both internally and with stakeholders.

3.2. Truth and Reconciliation Education

- The second session scheduled for today was canceled and is yet to be rescheduled. Ms. Kochuk will distribute the PowerPoint and the updated meeting invitation once it is confirmed.
- As part of the Board Retreat, Ms. Donna Williams will be delivering a presentation.

4. NEW BUSINESS

4.1. Financial Statements, October 2023

- The Hospital operations are currently facing a deficit of \$708,336, which is an increase of approximately \$130,000 from last month. However, it's important to note that this deficit is \$252,000 less than the budgeted amount.
- Key variances contributing to this situation include:
 1. Unexpected one-time payments (not initially budgeted).
 2. Recoveries in MOTHLC (unspent funds that need to be returned to the Ministry at year-end).
 3. Miscellaneous revenues (increased laundry and food billing services

offset by decreased revenue from the diabetes program and Hospital house rentals).

4. Differential co-payments.
 5. Salaries and wages impacted by vacancies.
 6. Slight decrease in employee benefits (benefits are not provided to agency nurses).
- The Ministry has been silent on new developments, and the government is navigating a complex situation, attempting to comprehend the available options. A presumed 2% increase for the next fiscal year has been factored into the 2024-2025 fiscal year budget.
 - A note will be added to outline the overall surplus or deficit.

The following motion was brought forward:

MOTION NO: 23-60

Moved: J. Russell

Seconded: E. Vachon

That the RLMCMH Board of Directors accept the financial statements for October 2023, as presented.

Vote for motion: Carried.

Ms. Swanwick joined the meeting at this time, 6:00 pm.

4.2. Executive Compensation

The following motion was brought forward:

MOTION NO: 23-61

Moved: A. Swanwick

Seconded: T. Zhukrovsky

That the RLMCMH Board of Directors approves the release of executive compensation for the Chief Nursing Executive (CNE) and Chief Executive Officer (CEO) for the fiscal year 2022-2023, as presented.

Vote for motion: Carried.

4.3. Scorecard Q2

- The quarter two Corporate Scorecard was included in the package for review. The organization is still experiencing a higher frequency of violent incidents than desired. A communication survey was sent out to all staff in November, and the results are scheduled to be disseminated in the quarter 3 scorecard.
- A labeling campaign was held during October/November, emphasizing the

importance of awareness and understanding. Stats from the campaign are now being recorded on the huddle board, enabling real-time visibility into progress. Notably, there is now almost immediate self-reporting, indicating heightened awareness. There are plans to advocate for the incorporation of these initiatives in the next Quality Improvement Plan (QIP), recognizing their significance for ongoing improvement and awareness enhancement.

The following motion was brought forward:

MOTION NO: 23-62 Moved: D. Pertoci Seconded: J. Russell

That the RLMCMH Board of Directors approve the Corporate Scorecard for quarter two, as presented.

Vote for motion: Carried.

4.4. Risk Management Plan

- The Risk Management Plan was presented to the Quality Committee and is now recommended for approval by the Board. The appendices section is expected to undergo the most significant changes. This adjustment is prompted by a recommendation from HIROC, which emphasizes 21 essential questions that Board Directors should be informed about regarding risks.
- The appendices align closely with our strategic items, actions, top risks, and action areas. It functions as an action plan.

The following motion was brought forward:

MOTION NO: 23-63 Moved: E. Vachon Seconded: A. Swanwick

That the RLMCMH Board of Directors approve the patient safety plan, as presented.

Vote for motion: Carried.

4.5. Board Self-Assessment Results

- The Board self-assessment results were included in the package for information purposes. A total of 7 Directors completed the survey this fall.
- Summary of Survey Results:
- Chief of Staff Performance Measurement: Low scores for having an effective process for measuring and establishing Chief of Staff (COS) performance. Despite the requirement for a Chief of Staff, filling the position remains challenging, posing an ongoing issue.

- Interpersonal Dynamics Among Directors: Survey results highlight dissatisfaction among a few Directors regarding the treatment of each other with courtesy and respect.

4.6. Policy Approval

4.6.1. Travel, Meal, & Hospitality Expenses, ADM-FIN-I-06

4.6.2. Board Representation, BG-DIR-11

4.6.3. Whistleblower, BG-ACC-01

The following motion was brought forward:

MOTION NO: 23-64 Moved: T. Zhukrovsky Seconded: D. Pertoci

That the RLMCMH Board of Directors approves the policies, Travel, Meal, & Hospitality Expenses, ADM-FIN-I-06, Board Representation, BG-DIR-11, Whistleblower, BG-ACC-01, as presented.

Vote for motion: Carried

4.7. Christmas Party

The following motion was brought forward:

MOTION NO: 23-65 Moved: A. Swanwick Seconded: E. Vachon

That the RLMCMH Board of Directors approves the purchase of wine for the tables at the Christmas Party on December 15, 2023.

Vote for motion: Carried

4.8. CCAC Office

- There has been an ongoing need for more space within the hospital. Ms. Fleming contacted Wilson's who were able to come in today. They reviewed the current space and layout of the Health Records room to add another desk for the scheduler and data analyst. Wilson's will provide a drawing plan that will be reviewed by the Leadership Team.
- Ms. Vachon expressed her concerns about the need for a whole hospital space review due to the lack of space we are facing in most departments.
- Ms. Kaczmarek included restructuring the link to allow for a new space built on top, within the HIRF funding application.

4.9. 360 Review for CEO

- The need for a 360 review was previously discussed, driven by accreditation

requirements. The intention is to develop a comprehensive program for the entire management team. Ms. Fleming has explored options and identified the 360 model as a best practice.

- However, some Directors have raised concerns. They are hesitant about completing a survey in the first 6-7 months of the CEO's employment. Another Director expressed concern over waiting for a review as the Board has not received a performance-based review for the CEO yet.
- In response, the Board Chair proposed the idea of conducting an informal survey at the beginning of 2024. Ms. Kochuk will be responsible for drafting survey questions, which will subsequently undergo review.

4.10. Physician Top-Up

- At RP, a proposal was made for a Physician top-up in response to the challenges in filling vacant shifts. The December call schedule is largely filled, with only an 8-hour shift on December 26 without takers. There is no coverage from January 1-2, and only one Physician is available in town. Another Physician is willing to come for three shifts (3, 5, 7) if we cover the travel expenses for their partner. Without coverage for inpatients, patient decanting becomes necessary.
- Ontario Health has been contacted regarding the on-call schedule for December and January, and bi-weekly rotating meetings are being held to discuss potential closure dates.
- Efforts are underway to explore options to attract locums, including enticing incentives. A Physician returning to Canada has shown interest, and a site visit is scheduled for spring, stemming from the recruitment trip to Scotland and Ireland.
- Additionally, an NP from Dryden has inquired about a permanent part-time role at RLMCMH. Ms. Kaczmarek has reached out to Ontario Health to explore baseline funding for such a position.
- Recognizing the importance of creating a positive locum experience for recruitment purposes, Ms. Bishop is working on establishing a welcoming committee. Ms. Kaczmarek emphasized the significance of recruiting the entire family. Ms. Kochuk and Ms. Kaczmarek are developing an optional general interests survey to facilitate the creation of a welcome package or provide options for those completing community tours.

The following motion was brought forward:

That the RLMCMH Board of Directors approves the physician top-up as presented.

Vote for motion: Carried

4.11. Property Rental

- As of December 1, we have secured another four-bedroom apartment to address the ongoing challenges with housing for physicians, agency nurses, and student placements. Given the situation with agency nurses and the need for more space, a short-term lease of 6 months has been arranged, allowing flexibility when other leases come up for renewal. Exploring ways to generate revenue, such as renting to NOSM when they have student placements in Red Lake.
- The 8-week interim housing initiative, advertised in job ads, has been beneficial.

4.12. Dryden Finance

- Mr. McAuley has tendered his resignation, and his last day in the position is set for December 15.
- Mr. McAuley has worked diligently to secure an interim CFO. The critical concern is that Mr. McAuley will be leaving in December, and Ms. Church is expected to return in September. To address this gap, a subcontract has been organized with 807 management. The lead for this subcontract possesses a background similar to Mr. McAuley's and is available to start immediately.
- Finalizing the contract is pending Mr. Kumar's meeting with Mr. McAuley and the new candidate. Mr. Frostiak will receive an invitation for the meeting with 807 management.
- Mr. McAuley has already devised a work plan, and the potential CFO is actively engaged in the same provincial circles.
- Mr. Frostiak extended thanks to Mr. McAuley on behalf of the Board.

4.13. Financial Situation of Regional Hospitals

- A letter from the small rural and northern hospitals addressing the financial situation prompted an urgent meeting with the Ministry. The Ministry promised further action and expressed a commitment to working collaboratively. During the meeting, it was mentioned that they are actively exploring ways to expedite funding to support us.
- There's a legitimate concern that, although our situation might not be as dire in comparison, token funding might be provided without addressing the fundamental issues.

4.14. HSAA Meeting

- Mr. McAuley and Ms. Kaczmarek had a meeting with Ontario Health this morning. Concerns were raised about the potential masking of our deficit due to other funding sources, particularly in mental health. Numerous questions were directed towards

our Q2 submission, and the Ministry itself is actively working to understand and manage agency costs. Mr. McAuley is scheduled to meet with Ontario Health again tomorrow to provide a detailed outline of our actual financial position.

- Moving forward, these meetings will become a quarterly occurrence.

4.15. Budget 2024-2025

- The draft budget was presented to the Board, and the final version will be brought for approval in January. The Ministry is aware of the likelihood of receiving multiple deficit budgets, and as such, they are only requiring budget submissions for those who have not submitted HAPS (RLMCMH is not required to submit a budget this year).
- In terms of operations, nothing has changed; however, we are projecting increased costs. The forecast indicates a projected deficit of \$2.6 million for 2024-2025. The difference from the current budget is approximately \$800,000 in deficit. Adjustments have been made to align with our current use of agency staff. Union groups have received the awarded salary increase, and non-union management is budgeted for a 3% increase.

5. CORRESPONDENCE/INFORMATION

6. EMERGING ISSUES FOR DISCUSSION

6.1. ED Closures: probability/risk management/thresholds

- Discussed in item 4.10.

7. REPORTS

7.1. RLMCH Foundation

- The Foundation is actively selling tickets for a cash lottery, with members engaged in selling at various craft shows and businesses.
- Ms. Bishop has been developing a plan for the disbursement of funds based on the received wish list.
- Additionally, the Foundation has decided to extend its support to the Hospital by providing one more nursing recruitment incentive, bringing the total to three per fiscal year.

7.2. RLMCH Auxiliary

- The Auxiliary has welcomed a new president, Ms. Mercedes Hopf
- Ongoing activities include Nevada tickets and Catch the Ace at Donna's Dollar Store, with a progressive pot now exceeding \$2000.
- Successful tag days raised close to \$3,000.

- The Strawberry Social was well-received by attendees.
- The Christmas cakes, a joint effort by the Red Lake and Ear Falls members, have been completed and sold out.
- The Auxiliary has received over \$3,100 in memorial donations this year.
- The Auxiliary plans to participate in the Winter Carnival, organizing a pancake breakfast.
- There are intentions to run a Craft and Gift Show in April.
- A celebration is in the plans for the 50th anniversary of the Auxiliary, potentially scheduled for September.
- The Auxiliary has raised half of the funds for the cardiac monitor systems.

7.3. Chief Nursing Executive

- Deferred

7.4. Chief Executive Officer

- Included in the package for review.
- Ms. Kaczmarek highlighted the celebrations within the report.

7.5. Chief of Staff

- Deferred

8. MEETING EFFECTIVENESS SURVEY

8.1. Results, October 24, 2023

8.2. Survey for Today's Meeting

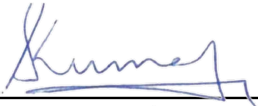
9. CELEBRATIONS

10. ADJOURNMENT

The meeting was adjourned by Ms. Swanwick at 7:48 pm.

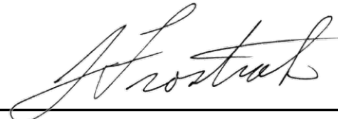
11. DATE OF NEXT MEETING: January 23, 2024

12. IN CAMERA



Mr. Sumeet Kumar

President & CEO



Mr. John Frostia

Board Chair