

Board of Directors Meeting MINUTES

Date: September 26, 2023

Time: 5:30 PM

Location: Board Room & Zoom

Chair: Mr. John Frostiak

Present: Mr. Dennis Gushulak, Ms. Dianne Pertoci, Mr. Marshall Dumontier, Ms. Eleanor Vachon, Mr. Trevor Zhukrovsky, Ms. Arlene Swanwick, Ms. Holly Stamarski, Mr. John Frostiak

Staff: Ms. Hannah Kochuk, Mr. Sumeet Kumar, Mr. Alex McAuley (Zoom), Ms. Meghan Gilbert, Ms. Amanda Kaczmarek, Dr. Akila Whiley (Zoom)

Regrets: Dr. Diane Zielke (Zoom), Mr. James Russell, Ms. Marion Whitton

1. CALL TO ORDER

The meeting was called to order by Mr. John Frostiak at 5:31 PM.

1.1. Quorum

Quorum was established.

1.2. Acceptance of Agenda

The following motion was brought forward:

MOTION NO: 23-45 Moved: A. Swanwick Seconded: D. Gushulak

That the agenda for the September 26, 2023, meeting of the RLMCMH Board of Directors be accepted, as presented.

Vote for motion: Carried.

1.3. Declaration of Conflict of Interest

- Ms. Pertoci brought forth a potential conflict of interest, as her grandson is currently undertaking a six-week placement at RLMCMH.
- It was decided that in situations where there are particular deliberations related to matters such as the quality of care, employee discipline with direct involvement of her grandson, or discussions encompassing employee compensation and benefits, there may be a necessity for her to recuse herself.

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, May 23, 2023
- 2.2. Minutes, Board of Directors, June 27, 2023
- 2.3. Minutes, Quality Committee, May 9, 2023
- 2.4. Minutes, Resource and Planning Committee, May 16, 2023
- 2.5. Minutes, Medical Advisory Committee, May 11, 2023

The following motion was brought forward:

MOTION NO: 23-46 Moved: M. Dumontier Seconded: D. Pertoci

That the consent agenda of the September 26, 2023, meeting of the RLMCMH Board of Directors be accepted with proposed changes.

Vote for motion: Carried.

3. EDUCATION

3.1. Huddle Boards

- To improve interdepartmental communication, RLMCMH has implemented a huddle board. Daily staff huddles are 15 minutes long where discussions on improvements and concerns are held. Directors were brought upstairs and given a step-by-step explanation of how the huddle board functions.

4. BUSINESS ARISING

4.1. Board Emails

- RLMCMH will be moving to Office 365 this fiscal year. The top 20 users will be the first to switch over to the new system.

4.2. DRHC Financial Services Contract- Final

- Due to a change in the DRHC Board Chair, there was a delay in finalizing the financial services contract.
- The terms of the contract include a 2% increase for the next five years and a maximum increase of 5% for the subsequent three years.
- Mr. McAuley will ensure the signed copy is sent by DocuSign to Ms. Kochuk to obtain the required signatures at RLMCMH.

5. NEW BUSINESS

5.1. Financial Statements, August 2023

- In the first five months of the fiscal year, the organization faced a significant challenge, operating at a deficit of approximately \$428,000. This deficit, although \$6,000 less than anticipated, is unprecedented for our organization. Two major variances were contributing to this situation, the OHT and one-time payments.

- Approximately \$295,000 was spent on agency nurses. If the organization had been fully staffed, this cost would have been roughly \$140,000 lower.
- Around \$115,000 in compensation is anticipated for the bill-124 re-opener, although the exact amount remains contingent on the Ministry's actions. These adjustments won't be reflected in our financial statements until a funding letter is officially received.
- Another unexpected factor was the unbudgeted number for long-term liabilities. The organization was uncertain about the interest rate until finalizing the loan for the Honeywell project. The Directors have agreed to update the budget to reflect these revised numbers, including the interest rate.
- RLMCMH's current cash balance remains adequate for at least the next 12 months. There is a Line of Credit (LOC) in place to manage financial needs.

The following motion was brought forward:

MOTION NO: 23-47

Moved: A. Swanwick Seconded: D. Gushulak

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

Vote for motion: Carried.

5.2. Strategic Planning

- Two town hall meetings are scheduled to engage with residents in Red Lake and Ear Falls. The Hospital and Heritage Centre are working together to plan the Red Lake event.
- The first town hall is set for September 27th in Ear Falls at the Whispering Pines Seniors Center, from 6:00 PM to 8:00 PM. The second town hall will be held on September 28th, from 6:00 PM to 8:00 PM, at the Red Lake Heritage Centre. Surveys will be circulated afterwards to community members, Ontario Health, regional CEOs, Staff and the Board of Directors.
- Data-gathering activities are to occur between September and October.
- Additionally, plans are in place to visit Pikangikum and Wabauskang to conduct meetings as part of our outreach efforts. Ms. Vachon and Dr. Whiley will confirm their attendance for Pikangikum by next week.

5.3. Corporate Scorecard

- The leadership team recently convened to review the areas and strategic actions from the previous year. Given the upcoming development of the strategic plan by the end of March, the team decided to concentrate on a select few key items this year.
- New strategic directions have been outlined, focusing on team wellbeing, service excellence, and innovation.

The following motion was brought forward:

MOTION NO: 23-48 Moved: A. Swanwick Seconded: H. Stamarski

That the RLMCMH Board of Directors approve the corporate scorecard, as presented.

Vote for motion: Carried.

5.4. Committee Membership

- The proposed Committee membership was presented to the Board for approval. In alignment with the terms of references, the Board's Chair will be included in both the Nominating and Audit Committees.

The following motion was brought forward:

MOTION NO: 23-49 Moved: D. Gushulak Seconded: D. Pertoci

That the RLMCMH Board of Directors approve the Committee membership for fiscal 2023-2024, with proposed changes.

Vote for motion: Carried.

5.5. Board Work Plan

- The approval of H-SAA and M-SAA (items 1.6 and 1.7) will be moved to “as required”.

The following motion was brought forward:

MOTION NO: 23-50 Moved: H. Stamarski Seconded: T. Zhukrovsky

That the RLMCMH Board of Directors approve the Board Annual Work Plan for fiscal 2023-2024, with proposed changes.

Vote for motion: Carried.

5.6. Board Education Planning

- Education that has been added to the Board work plan calendar includes IT training scheduled for October, as well as sessions on Directors' liability and finance.
- A reminder was issued to all Directors about the governance essentials training offered by OHA on October 3, 10, and 24. Directors were asked to contact Ms. Kochuk if they would like to attend.

5.7. Annual Director Declaration & Consent

- Directors were given the opportunity to complete the Annual Director Declaration and Consent forms.

5.8. Accessibility Policy

The following motion was brought forward:

MOTION NO: 23-51 Moved: M. Dumontier Seconded: D. Gushulak

That the RLMCMH Board of Directors approve the Accessibility Policy, as presented

Vote for motion: Carried.

5.9. RLMCMH Team Building Activity

- A Director proposed a board-led initiative for staff team building. However, after further discussion, it was decided to remove this agenda item. The decision was made considering that the Staff for Staff Committee already plans monthly events that are well received by the team.

6. CORRESPONDENCE/INFORMATION

7. EMERGING ISSUES FOR DISCUSSION

7.1. ED Closures: probability/risk management/thresholds

- The complement table was reviewed, and there is a plan to discuss the development of short, medium, and long-term items. However, the FHT is currently not interested in organizing a stakeholder meeting. During the MAC meeting, was noted that no dedicated individual is working on the recruitment strategy. Currently, the Recruitment Committee is not meeting, but once they decide to convene, RLMCMH will be invited to participate.
- Initially, it wasn't apparent that active recruitment efforts were underway. The Committee's scope was broadened to encompass a larger role in assisting healthcare in the community. Mr. Kumar and Mr. Frostiak have been engaging in discussions to understand the Committee's functioning. A meeting was planned with Mayor Mota to discuss challenges and find collaborative solutions.

8. REPORTS

8.1. RLMCH Foundation

- RLMCHF organized another successful Golf Tournament on June 23-24th, raising a total of \$124,537.36.
- The Directors are in the process of planning a cash raffle, with more details to be provided soon.

8.2. RLMCH Auxiliary

- The Auxiliary continues to operate the Catch the Ace and Nevada ticket events.
- The next event on the agenda is the Strawberry Social scheduled for September 30th.
- There are ongoing plans to design the flower beds with a fall theme.

8.3. Chief Nursing Executive

- The Hospital has experienced a significant influx of patients in the emergency department due to a lack of physicians and limited preventative care measures.
- Staffing has been a challenge during the summer months. Currently, there are plans to bring in four agency nurses next week. Recruitment efforts are ongoing, and we have supported three fourth-year students.
- RCCR conducted training sessions, traveling from Thunder Bay to educate the staff. This training allowed the team to learn and work with equipment they don't frequently use.
- Ms. Weber's role is transitioning from a full-time withdrawal coordinator to a part-time (.5) withdrawal coordinator. Plans are underway to determine the specifics of this workload.
- A funding letter has been received for the P4R program, and the team is responsible for working through the deliverables. The allocated funds will be used to improve patient flow in the emergency department.

8.4. Chief Executive Officer

- Included in the package for review.

8.5. Chief of Staff

- Most information was covered throughout the meeting.
- RLMCMH saw an increase in Lab and DI call backs over the past two months. This topic is revisited each year as a reminder to Physicians.
- The Obstetrics program continues to remain closed due to shortages in both physicians and nursing staff. Concerns are growing as time passes, leading to worries about moving further away from a solution. The decision to reopen the program has been tabled until spring, with the hope that staffing situations will become more stable. If the program does reopen, extensive training will be necessary to ensure its smooth operation.

8.6. Regional Services Committee

- A virtual meeting was held on Thursday, September 21st, 2023 with 10 members in attendance. There are 18 members on the committee.

Meeting Highlights:

❖ Regional transformation and integration update

- Dashboard – in meeting package
- System level challenges, risks and mitigations

2 ED closures in the past 18 mo.; >500 ED shifts filled within 2 weeks' notice; nursing vacancies high; 11 of 12 hospitals using Agency nurses

❖ Council Work plan –in meeting material

❖ Provincial Integration strategies update

Objective is to move from silos to one team; each team has its unique challenges

❖ **Regional Digital Strategy**

Grants amounting to \$5.4M have been applied for with \$2M approved; project on track; only a small part of the \$110M cost

❖ **Regional Health HR**

Survey of workers and students show Northern Ontario to be an attractive location with only 6.3% saying it is not; retention factors include family and friends (connections and supports), employment opportunities; Quality of Life; Community; Education and Professional development

❖ **Communication and Engagement**

Collaborative engagement with municipal leaders at NOMA on Sept.27

9. MEETING EFFECTIVENESS SURVEY

9.1. Results, May 23, 2023

9.2. Survey for Today's Meeting

10. CELEBRATIONS

10.1. 50th Year

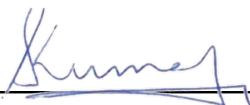
- The wine and cheese celebration received positive feedback, and the Strawberry Social, set for September 30th, is anticipated to be a great event. Additionally, the staff appreciation BBQ was a huge success. Gratitude to everyone who attended both events; your presence made these gatherings enjoyable and memorable.

11. ADJOURNMENT

The meeting was adjourned by Mr. Dumontier at 8:10 pm.

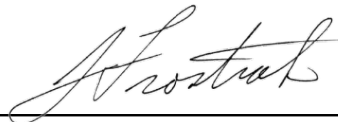
12. DATE OF NEXT MEETING: October 24, 2023

13. IN CAMERA



Mr. Sumeet Kumar

President & CEO



Mr. John Frostiak

Board Chair