



## Haliburton Highlands Health Services

### Annual General Meeting Question and Answer Responses

June 28, 2023

1. *How has HHHS evidenced its accountability to its patients, residents and community since the closure of the Minden ER?*

Our priority is to provide safe and quality care to our community, with the staff available to deliver it.

Like many communities across Ontario, HHHS has and continues to face significant staffing challenges despite best efforts to grow the workforce. – It is these challenges that have led us to make a difficult decision regarding the Minden emergency department. While this decision was not easy to make, it was made in the best interest of the health and safety of the patients and community we serve. We do not have the necessary staff to keep emergency services open in Minden.

Hearing from the community and working together with health system partners to provide quality care to patients is important to us at this time. This is why a series of town halls have been announced to allow for discussion with the community regarding the consolidation of the emergency departments at HHHS.

2. *Will the surplus equipment removed from the Minden ED be returned to the site for the use of the KNFHT [as] much of this equipment was purchased because the people of Minden donated money to the Foundation and by the Minden Auxiliary with expectation that this equipment would be used here in Minden?*

We are grateful to the Ontario Ministry of Health who are supporting an urgent care clinic operated by the Kawartha North Family Health Team that will open at Haliburton Highlands Health Services Minden hospital site to provide routine and urgent care to the people of our community.

This urgent care clinic is an opportunity to provide expedited access to health care services for our community. Our community has generously supported HHHS and the Minden hospital site. Several of the items purchased through the efforts of the Minden Auxiliary and donations will remain at the Minden site for use by the hospital in the outpatient clinics, diagnostic imaging and other departments that continue to operate at the Minden hospital site. Items that are appropriate for use in the new urgent care clinic will be available to our community partners.

3. *How will HHHS address cost and transportation issues for the people of Minden who need to use the ED, radiology or other hospital services that are not available in Minden (eg. Taxi chits, minibus bookings, reimbursement for ambulance costs).*



HHHS does have a transportation service that can be booked in advance of your visit. Please see our website [here](#) for more information.

As a reminder, emergency services (EMS 911) will not change – this includes both land and air services. If you are in an emergency, please call 911.

4. *When will radiology and bone density tests be available in Minden?*

Radiology and bone mineral densitometry (BMD) continue to be available in Minden and are completed regularly. Additional DI services such as radiology, ultrasound and echo are available at the Haliburton site.

5. *How will a CT scan attract new staff?*

We are excited about the opportunity to expand diagnostic imaging services at HHHS. A CT scanner will provide critical diagnostic services for our patients and will also attract medical talent to come to HHHS.

6. *Accreditation that was due in Dec 2023 and has been delayed. What is the new date...and will the report be posted on the HHHS website?*

The Accreditation Canada on-site survey will be held between May 13 and 16, 2024. A summary of the Accreditation Report will be posted on the website.

7. *What percentage of the salaries relates to managers and above, excluding LTC?*

In 2022/23, 6.75% of salaries, wages and benefits are related to roles for managers and above, excluding LTC.

8. *Has HHHS thought about integrating with another hospital?*

HHHS is not considering merging with another hospital organization. HHHS continues to collaborate with its system partners through the Kawartha Lakes Haliburton Ontario Health Team.

9. *How many total inpatients diagnosed with COVID did HHHS have as inpatients during the pandemic?*

HHHS responded quickly to the COVID-19 pandemic. Our front-line staff worked tirelessly to ensure our community had the care they needed during this difficult time. Please find the number of inpatient COVID cases by fiscal year below:

- 2020/2021 = 1;
- 2021/2022 = 5;
- 2022/2023 = 19;
- April 1, 2023 to June 23, 2023 = 1



10. *Could you please update us on the HHHS org chart?*

The updated organizational chart will be posted on the HHHS website in September, 2023.

11. *Why did HHHS choose not to have a face-to-face AGM this year, as they have done pre-COVID, given that there are no provincial health restrictions against face-to-face or hybrid meetings?*

We appreciated the community's interest in our AGM this year and hearing from you and working with our community is a priority. Based on the increased community interest in this year's AGM, a Zoom Webinar platform with capacity for 500 participants was used to ensure all registrants could participate in the AGM. The upcoming town hall meetings will be held in person.

12. *Why were there no women put forward as new board members?*

HHHS values diversity, geographic representation and encourages qualified individuals to apply for roles on the board. The HHHS Nominating Committee's mandate includes recommending nominees who have the necessary skills, competencies, experience and independence to perform the responsibilities of a director and contribute to the overall functioning of the Board. We encourage all qualified persons to apply.

Two new community representatives were approved as members of Board committees, both are female.

13. *With a 3.2M debt...how can the board say the Minden ER consolidation was not affected by financials, as opposed to staffing?*

Like many communities across Ontario, HHHS has and continues to face significant staffing challenges despite best efforts to grow the workforce. – It is these challenges that have led us to make a difficult decision regarding the Minden emergency department. While this decision was not easy to make, it was made in the best interest of the health and safety of the patients and community we serve. We do not have the necessary staff to keep emergency services open in Minden.

14. *How is closure of Minden ER not an AGM matter?*

Annual General Meetings are required by law and conducted in accordance with the Ontario *Not-for-Profit Corporations Act, 2010*. Hearing from the community and working together with health system partners to provide quality care to patients is our priority. This is why a series of town halls have been announced to allow for discussion with the community regarding the consolidation of the emergency departments at HHHS.

15. *Why isn't a cash flow statement provided?*



There is a Statement of Cash Flow provided in the audited financial statements (AFS). It is on page 6 of the AFS package the members received previous to the meeting. The Financial Statements have been posted on the HHHS website.

16. *In the presentation of the corporation, it was noted that there were 14,288 visits at Minden emergency vs 10,413 in Haliburton emergency...so why shut Minden?*

Both the Haliburton and the Minden hospital sites will continue to play an important role in providing care for our community. The Haliburton hospital will continue to operate an emergency department – 24 hours a day, 7 days a week. The Minden hospital will continue to offer long-term care, diagnostic services such as X-Rays, and outpatient services and will be the home of an urgent care clinic. Both hospitals will remain open.

Our priority is to provide safe and quality care to our community, with the staff available to deliver it. Like many communities across Ontario, HHHS has and continues to face significant staffing challenges despite best efforts to grow the workforce. HHHS does not have adequate staff to safely operate two emergency departments.

As the Haliburton emergency department is physically connected to the inpatient units where patients would be transferred for ongoing care if they need to stay in the hospital longer than 24 hours. Minden does not have inpatient beds and patients requiring admission would need to be directed to Haliburton or another facility.

It is in the best interest of our patients to consolidate our skilled health care workers at this location and keep the Haliburton emergency department open. This decision was made after careful consideration and comparing both emergency department facilities.

In addition, the Ontario Ministry of Health announced an urgent care clinic will open at Haliburton Highlands Health Services Minden hospital site to provide routine and urgent care to the people of our community.

As we plan for the future we will work directly with and engage with the community to ensure every member of our community has access to the care they need and deserve.

17. *Will the town hall be hybrid so that community members with access issues be able to join?*

Hearing from the community and working together with health system partners to provide quality care to patients is our priority. This is why a series of Town Halls have been announced to allow for discussion with the community regarding the consolidation of the emergency departments at HHHS. We are doing our best to organize the town halls to be accessible to all who want to attend. This is why we have scheduled four town halls in different locations and at different times in hopes that all who would like to attend are able to join us. We are however, limited by the technology of each venue and are considering available options. At this time, we are hoping community members are able to join in person.



- 18. Can you please explain to the community and myself the reporting process from HHHS, to what was formerly called the Central East LHIN and now called Home and Community Care Support Services? Including frequency of reports/communications, who HHHS is accountable to, and where we can access minutes of these reports/communications?*

HHHS is accountable to the Ministry of Health, the Ministry of Long-Term Care and Ontario Health. HHHS accountability agreements can be found on the HHHS website.

The Central East LHIN is now part of Ontario Health –East Region. Please refer to the ministry’s websites for further details.

- 19. Were staffing and financial issues in fact reported to Home and Community Care Support Services and then Ontario Health?*

HHHS continues to work closely with the Ministry of Health, Ontario Health, Health Force Ontario and other health service providers in the Kawartha Lakes Haliburton Ontario Health Team.