

 <p><b>HALIBURTON HIGHLANDS HEALTH SERVICES</b></p> <p><i>Leaders in Innovative Rural Health Care</i></p>	<p><b>HALIBURTON HIGHLANDS HEALTH SERVICES</b></p> <p><b>OPEN SESSION</b> <b>Minutes of the Meeting of the Board of Directors</b></p>
<p><b>Date: December 8, 2022</b></p>	<p><b>Time: 3:00 p.m.</b> <b>Location: Zoom Videoconference</b></p>

<p><b>Board Members Present:</b></p> <p><b>Directors -</b> David O'Brien, Board Chair Jane Adams, Vice-Chair Irene Odell Mary McGee Sharon Kaasalainen Diana McNiven Ted Parent Don Pierson Charlotte Snider</p> <p><b>Ex-Officio Board Members -</b> Carolyn Plummer, President and CEO Paula Raggiunti, Interim Vice-President/CNE Dr. Mike Armstrong, Chief of Staff (Exit 3:26pm)</p>	<p><b>Administration:</b> Michel Henry, Executive Assistant (Recorder)</p> <p><b>Regrets:</b> Dr. Norm Bottum, President of Medical Staff Jeff Gollob Scott Addison Kelly Mitchell</p> <p><b>Guests:</b> Eric Recalla, Chair HHHSF Lisa Tompkins, Executive Director HHHSF Melanie Klodt Wong, Incoming Executive Director HHHSF Gail Simon, Minden Health Care Auxiliary Mike Baker, The Highlander</p>
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### 1.1 CALL TO ORDER and Traditional Land Acknowledgement

Roll call was taken and a quorum of the Board confirmed.  
Board Chair, David O'Brien, called the Board Meeting to order at 3:00 p.m. A traditional land acknowledgement was read out before meeting business commenced:

*"We gather on ancestral lands, the traditional territory of the Mississauga Anishinaabe and the traditional unceded territory of the Algonquin Anishnaabeg people and in the territory covered by the Williams Treaties which have been inhabited for thousands of years – as territories for hunting, fishing, gathering and growing food. The intent and spirit of the treaties that form the legal basis of Canada bind us to share the land "for as long as the sun shines, the grass grows and the rivers flow."*

### 1.2 Approval of Agenda

**MOTION:** Moved by Irene Odell, seconded by Don Pierson  
**THAT** the agenda be approved.

**Carried**

### 1.3 Declaration of Conflict of Interest

There were no conflicts of interest declared.

## **2.0 Consent Agenda**

**MOTION:** Moved by Irene Odell, seconded by Ted Parent  
**THAT** the consent agenda of the December 8, 2022 Meeting of the Board of Directors, as follows, be approved:

### **BOARD OF DIRECTORS**

**THAT** the Minutes of the Board of Directors' Meeting, held October 27, 2022, be approved.

### **EXECUTIVE COMMITTEE**

**THAT** the Minutes of the Executive Committee meetings, held October 17, 2022 and November 14, 2022 be received.

### **QUALITY COMMITTEE**

**THAT** the Minutes of the Quality Committee meeting, held October 17, 2022 be received.

### **FINANCE COMMITTEE**

**THAT** the Minutes of the Finance Committee meeting, held September 12, 2022 be received.

### **MEDICAL ADVISORY COMMITTEE**

**THAT** the Minutes of the Medical Advisory Committee Meeting, held October 20, 2022 be received.

### **COMMUNITY ADVISORY COMMITTEE**

**THAT** the Minutes of the Medical Advisory Committee Meeting, held December 1, 2022 be received.

### **CORRESPONDENCE RECEIVED**

**THAT** the Minutes of the Hyland Crest Family Council Meeting, held October 27, 2022, be received.

**THAT** the Minutes of Hyland Crest Residents' Council Meeting, held November 2, 2022, be received.

**THAT** the Minutes of Hyland Crest Residents' Council Meeting, held November 24, 2022, be received.

**Carried**

## **3.0 BUSINESS ARISING FROM PREVIOUS BOARD MEETINGS**

There were no outstanding items from previous Board meetings.

## **4.0 NOTICE OF MOTIONS**

No notices of motion were received.

## **5.0 COMMITTEE REPORTING**

### **5.1 Executive Committee**

Board Chair, David O'Brien reported that the Executive Committee met on December 5, 2022 and meeting business included strategic planning.

## 5.2 Finance Committee

Finance Chair Irene Odell reported on the highlights of the Finance Committee meeting which included:

- 2 significant challenges; operating deficit and cash flow
- 6 months into fiscal year, \$1.4M operating deficit.
- Cash flow issues have been created by funding being received from the Ministry of Health (MOH) very slowly; this issue is not unique to this organization
- HHHS now accessing line of credit
- Reliance on agency nurses and contract staff and accommodation for them is main cost along with increased supply chain costs
- \$822,000 has been approved by the MOH for 2021; some of which recently had been received
- For 2022, \$927,000 has been approved but not yet received
- Infrastructure funding requests not being adequately funding
- Mitigation strategies reviewed
- HHHS has remained committed to providing quality health care services to the community; despite financial pressures, closures haven't been considered
- Working closely with Ontario Health, which has been very supportive; continued advocacy to MOH

**MOTION:** Moved by Irene Odell, seconded by Ted Parent  
**THAT** the Financial Statements at end of September 2022 be approved

**Carried**

## 5.3 Quality Committee

Quality Committee Chair, Jane Adams, reported that the Quality Committee (QC) met on December 5, 2022. Items reviewed include:

- Presentation of the Emergency Preparedness Plan including a review of the mock evacuations of the Long-Term Care (LTC) facilities that were held in October
- Approval of an updated Terms of Reference
- Review of the Q2 scorecards
- Review of the bi-annual Risk Management Report
- Review of the Quality Improvement Plan and associated Executive Compensation

**MOTION:** Moved by Jane Adams, seconded by Irene Odell  
**THAT** the Quality Improvement Plan for 2022-2023 be approved.

## 5.4 Medical Advisory Committee

Chief of Staff, Dr. Mike Armstrong, reported that the Medical Advisory Committee (MAC) met on November 17, 2022 and the items addressed were summarized in the upcoming CEO's report.

## 5.5 Community Advisory Committee (CAC)

The Community Advisory Committee met on December 5, 2022, and Mary McGee reported that the following items were addressed:

- Community outreach organizations to remind their clients of *Stop, Check, Go* for Emergency Department visits
- Epic implementation was reviewed
- Members of the CAC participated in a focus group from MacPhie
- Discussion took place regarding concerns about the Haliburton Highlands Arts Centre Foundation large fundraising campaign competing with the Haliburton Highlands Health Services Foundation fundraising.
- M. McGee to chair next 2 meetings, then a new Chair to be elected

## 6.0 REPORT OF PRESIDENT AND CEO

### 6.1 CEO's Report to the Board

Referring to her written report that had been pre-circulated with the agenda, President and CEO Carolyn Plummer apprised the Board of the following items:

- *Health Human Resources Update*
  - ongoing health human resource shortages continue to affect HHHS with agency staffing heavily relied upon to keep the Emergency Departments (ED) open
  - Reminder to the community to *Stop, Check and Go* in case of short notice emergency closure
  - Recruitment and Retention Survey done in the Spring had open-ended questions with significant information to compile; key themes had been identified with some suggestions being already in place and action plans for others to be implemented; housing, wages and benefits, request for master schedule, more appreciation and recognition of staff as well as the need for continuing and loud advocacy with government were recurring themes
- *COVID-19 Update*
  - Triple threat of COVID-19, influenza and Respiratory syncytial virus (RSV) have put all hospitals in surge, including HHHS; spike in cases expecting to peak in January
- *Government Updates*
  - Bill 124 has been struck down by Court; no clarity yet for next steps, as the Premier has indicated he plans to appeal the decision
- *HHHS Updates*
  - Strategic planning underway; community survey is available
  - Master planning underway as well, stakeholder engagement will be undertaken for this as well
  - HHHS managers participated in a mock Emergency Department closure exercise
  - New occupational therapist being welcomed in the New Year, and she will work with the Primary Care Memory Clinic; highly popular Art-Making-For-The-Health-of-It Therapy Program starting up again

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- Highland Wood LTC recently experienced a COVID-19 outbreak; contained to 2 residents; outbreak declared over on November 29, 2022; Deep appreciation expressed to the staff and IPAC team for their extraordinary efforts
- COVID-19 protocols in place at the hospital were reviewed
- New Life Enrichment Manager started at the LTC homes
- Key staff members have stepped forward to assist with management of Hyland Crest while new Director of Care is recruited
- One-year anniversary of the implementation of Epic Clinical Information System recently acknowledged
- Additional comprehensive mock exercises planned for nicer weather
- IPAC funding has facilitated replacing floors in 7 LTC residents' rooms
- Winter preparations had been completed including roof inspections which were reported to be in good shape

## **7.0 OLD BUSINESS/STANDING AGENDA ITEMS**

**7.1** Nothing new to report.

## **8.0 NEW BUSINESS**

**8.1** Nothing new to report.

## **9.0 FOUNDATION AND AUXILIARY**

### **9.1 Foundation**

Melanie Klodt Wong, Incoming Executive Director of the Haliburton Highlands Health Services Foundation (HHHSF), updated the Board on fundraising, being in the midst of the biggest campaign of the year “Believe in The Magic of Giving”. It was reported that 70% of target goal had been received with a month remaining. A reminder that the 50/50 lottery for December had begun. \$34,000 had been raised this year from this lottery.

Executive Director Lisa Tompkins was congratulated on her upcoming retirement and thanked for her commitment to HHHS. She was acknowledged for her “over and above” efforts to support HHHS.

### **9.2 Minden Health Care Auxiliary**

Gail Simon reported that the Annual General Meeting was held November 26<sup>th</sup>, 2022 and there was now a full slate of Directors and Volunteers. G. Simon offered the services of the auxiliary to assist HHHS wherever help is needed.

## **10.0 PUBLIC QUESTION PERIOD**

Mike Baker from *The Highlander* inquired as to how much money was used monthly from the line of credit, as well as year to date. Not having that information readily available, CEO Plummer advised she would provide the information subsequent to the meeting.

In response to further questions, CEO Plummer reported that in the Haliburton ED, approximately 60% of the shifts required coverage from HFO physicians, and 40 to 50% of

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nursing shifts were covered by agency nurses. It was also reported that the organization had 12 full-time nursing positions available. Furthermore, it was reported that there were no new physicians added in Haliburton County in 2022 and currently there were 5 local physicians providing ED coverage to the Haliburton site. One RPN, who had completed certification as an RN, had moved into a new role at HHHS and an offer of full-time employment had been extended to another RN.

CEO Plummer explained minimum staffing requirements in the ED were a minimum of 1 physician per emergency department, 2 RNs and 1 RPN during the day shift, and 2 RNs overnight. It was reported that there had been numerous close calls with the risk of ED closure due to physician illness or other factors.

Chair O'Brien thanked the media for keeping the potential ED closures due to HHR shortages top of mind in the community, and HHHS staff were commended for the extraordinary work they do.

### 11.0 ADJOURNMENT AND NEXT MEETING

11.1 The next meeting of the Board is to be held on January 26, 2023.

**MOTION:** Moved by Ted Parent  
**THAT** the meeting adjourn at 3:45 p.m.

**Carried**

ORIGINAL WITH SIGNATURE ON FILE

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David O'Brien, Board Chair

### ACTION ITEMS / FOLLOW-UP FROM BOARD MEETINGS

Source	Description	Responsibility	Completion