

 <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: January 27, 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>Jan Walker, Board Chair David O'Brien, Vice Chair Carolyn Plummer, President and CEO Jane Adams Linda Dietrich Jeff Gollob Sharon Kaasalainen Diana McNiven Irene Odell Ted Parent Don Pierson Charlotte Snider</p>	<p><b>Administration:</b></p> <p>Brian Edmonds, Interim CFO Paul Truscott, Shared Chief Information Officer Marlene Vieira, Executive Assistant (Recorder)</p> <p><b>Regrets:</b></p> <p>Dr. Norm Bottum, President of Medical Staff Dr. Tina Stephenson, Chief of Staff Scott Addison Andrea Lucas, VP Clinical Services/CNE</p>
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### 1.1 CALL TO ORDER

Roll call was taken and a quorum of the Board confirmed. Board Chair, Jan Walker, called the Board Meeting to order at 3:00 p.m.

### 1.2 Approval of Agenda

**MOTION:** Moved by Ted Parent, seconded by Jane Adams  
**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 Don Pierson, seconded by David O'Brien  
**THAT** the consent agenda of the January 27, 2022 Meeting of the Board of Directors, as follows, be approved:

(Continued...)

## **2.0 Consent Agenda (Cont'd)**

### **BOARD OF DIRECTORS**

**THAT** the Minutes of the Board of Directors' Meeting, held December 2, 2021, be approved.

### **MEDICAL ADVISORY COMMITTEE**

**THAT** the Minutes of the Medical Advisory Committee Meeting, held November 18, 2021 and December 16, 2021 be received.

### **COMMUNITY ADVISORY COMMITTEE**

That the Terms of Reference for the Community Advisory Committee 2021-22, as attached, be approved.

### **CORRESPONDENCE RECEIVED:**

**THAT** the Minutes of Highland Wood Residents Council Meetings, held December 21, 2021, be received.

**THAT** the Minutes of Hyland Crest Residents' Council Meetings, held December 22, 2021, be received.

**THAT** the Minutes of Highland Wood Residents Council Meetings, held January 18, 2022, be received.

**THAT** the Minutes of Hyland Crest Residents' Council Meetings, held December 19, 2022, be received.

## **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, Jan Walker reported that a meeting of the Executive Committee was held virtually on December 13, 2021 and January 17, 2022, and discussions primarily focused on items outlined in the CEO's report.

## 5.2 Finance Committee

Finance Committee Chair, David O'Brien, informed the Board that the Finance Committee met on January 25, 2022 and reviewed the financial results of November 30, 2021. The deficit was \$633K at that point, and the organization continues to face significant challenges related to ongoing staffing pressures, which have increased due to province-wide shortages of key staff.

**MOTION:** Moved by David O'Brien, seconded by Irene Odell  
**THAT the** Financial Statements at November 30, 2021, be approved

**Carried**

## 5.3 Quality Committee

Quality Committee Chair, Jane Adams, reported that the Quality Committee (QC) met on January 17 and meeting business included the Modified Quality Improvement Plan 2021-22.

**MOTION:** Moved by Don Pierson, seconded by Diana McNiven  
**THAT** the Modified Quality Improvement Plan for 2021-22, as attached, be approved.

**Carried**

## 5.4 Medical Advisory Committee (MAC)

Chief of Staff, Dr. Tina Stephenson, was unable to attend the meeting. A report from the MAC was deferred to the next meeting.

## 5.5 Community Advisory Committee (CAC)

Mary McGee, Chair of the Community Advisory Committee, reported that the CAC met on January 6<sup>th</sup> and received a comprehensive report from President and CEO, Carolyn Plummer. A concern had been raised that the CAC doesn't fully represent the community and the membership disproportionately represents a narrow demographic of Haliburton County. It had been agreed that the CAC would meet again, without staff, to explore further about establishing a focus group that would consist of a wide range of people with diverse backgrounds to add missing perspectives and more relevant feedback for HHHS. Following this discussion, a report will be provided to the CEO.

The Committee also reviewed and accepted the Terms of Reference for the CAC, with the exception of one small amendment about the title change reflecting the newly combined role of Vice-President, Clinical and Community Programs/Chief Nurse Executive.

## 6.0 Report of the President and CEO

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

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## 6.0 Report of the President and CEO (Cont'd)

- Emergency Department (ED) Update
  - ongoing health human resource shortages affecting HHHS and province-wide
  - a variety of recruitment and retention strategies are underway and a recruiter will be hired
  - continuing to face physician shortages, including ED physician coverage
  - continuing to engage in data analysis and planning discussions for potential service reductions
  - as more information emerges there will be communication to the community
- COVID-19 Update
  - significant increase in the number of cases with the highly transmissible Omicron strain spreading in the county (329 current cases)
  - no outbreaks at HHHS in this wave, but increased numbers of HHHS employees across all program areas have had to isolate from work as a result of testing positive or a COVID-19 exposure
  - despite the burden of this wave as of next week province will be reopening settings with reduced capacity
- Public Consultation on Proposed Changes to Long-Term Care Legislation
  - proposed regulations for Phase 1 of the Province's *Fixing Long-Term Care Act, 2021* (which when passed would replace *Long-Term Care Homes Act, 2009*) are now posted for public review and feedback; link listed in CEO's report
- Pre-Budget Advocacy
  - Ontario Hospital Association (OHA) has been working in the past few months on pre-budget advocacy and pre-election advocacy and HHHS has engaged in opportunities via the Small Rural Northern Hospitals network of OHA
- Community Programs
  - go-live for new client information system, Alayacare, occurred on December 1, 2021
  - new opportunity in Community Mental Health Programs with change of virtual to onsite clinic of Rapid Access Addictions Medicine (RAAM)
  - local physician, Dr. Devon Tilbrook, will be providing physician support for the clinic
- Long-Term Care (LTC)
  - rapid testing for all staff on every shift is in place and essential caregivers are also tested prior to each visit to the LTC homes
  - fourth COVID-19 vaccine booster dose has been made available for LTC residents
  - new admissions continue at both homes and currently all beds are filled
- Recruitment for Executive Leadership
  - recruitment of a replacement for the position of Vice-President, Support Services/Chief Financial Officer continues
  - recruitment also underway for Vice-President, Community and Clinical Services/Chief Nurse Executive
  - contributions of outgoing Vice-President and Chief Nurse Executive, Andrea Lucas were recognized
- Facilities Update
  - A public request for proposals process is underway to identify a new security services company for HHHS

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## **6.0 Report of the President and CEO (Cont'd)**

There were no questions of clarification on the CEO's report; however, Board Vice-Chair, David O'Brien, expressed concerns of Board members about the province's Bill 124, *Protecting a Sustainable Public Sector for Future Generations Act, 2019*, which caps salaries in the public sector to 1% annually, including the salaries of healthcare workers. He noted that healthcare funding has been cut back for many years (with previous governments as well) and the arrival of the pandemic highlighted the overwhelming challenges and immeasurable upheaval faced in the healthcare sector when adding that to the already stretched existing system. The extraordinary efforts of health care staff during the COVID-19 pandemic were acknowledged, and Vice-Chair O'Brien commented that the Board should demonstrate its support for HHHS' nurses and all other staff affected by this legislation.

Chair Walker concurred that the Board should fully support this direction and asked that the minutes reflect the Board's commitment to looking at a plan to advocate for HHHS' staff with the provincial government regarding the negative impact of Bill 124.

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

No items.

## **8.0 NEW BUSINESS**

No items.

## **9.0 FOUNDATION AND AUXILIARIES**

### **9.1 HHHS Foundation**

Lisa Tompkins, Executive Director of the Haliburton Highlands Health Services Foundation, updated the Board on fundraising, noting that the Believe in the Magic of Giving for 2021 campaign finished with record results again, exceeding last year's support. Funds raised in the amount of \$243,910 will be used to complete support for the clinical information system, Epic (work stations on wheels), nurse call system in the two nursing homes, 993 meals to those in need through the Meals on Wheels program, and 282 trips for medical transportation.

The Foundation's monthly lotteries continue with strong support, and it is anticipated that the Foundation will be able to return to its regular events season for the summer months coming up.

**9.2 Minden Health Care Auxiliary** - There was no report.

**9.3 Haliburton Hospital Auxiliary** - There was no report.

## **10.0 PUBLIC QUESTION PERIOD**

Mike Baker of *The Highlander* asked how much money is being spent on agency nurses to keep up the required staffing for services at HHHS. Interim Chief Financial Officer, Brian Edmonds responded that HHHS is averaging about \$20K incremental costs per month with the use of agency staff currently. CEO Plummer confirmed that in order to keep both EDs open twenty-four hours, seven days a week, HHHS requires eight full-time equivalent nurses from agencies, and this number is the minimum required to sustain operations going forward.

**11.0 ADJOURNMENT AND NEXT MEETING**

The next meeting of the Board is to be held on March 24, 2022 via Zoom.

**MOTION:** Moved by Jane Adams  
**THAT** the meeting adjourn at 3:55 p.m.

**Carried**

ORIGINAL WITH SIGNATURE ON FILE  
Jan Walker, Board Chair

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

Source	Description	Responsibility	Completion
	No items outstanding		