

 <p><i>Leaders in Innovative Rural Health Care</i></p>	<p>HALIBURTON HIGHLANDS HEALTH SERVICES</p> <p>OPEN SESSION Minutes of the Meeting of the Board of Directors</p>
<p>Date: January 24, 2019</p>	<p>Time: 3:00 p.m. Location: Haliburton Board Room</p>

<p>Members present:</p> <p>Jeff Gollob, Board Chair <i>(telephone)</i> Carolyn Plummer, President and CEO Jane Adams <i>(telephone)</i> Scott Addison Dave Bonham David Gray John Kay Theresa MacDermid Paul Morissette David O'Brien Irene Odell Don Pierson <i>(telephone)</i> Jan Walker Diane Duff, VP Clinical Services and CNE Kristy Gammon, Chief of Staff</p>	<p>Administration:</p> <p>Marlene Vieira, Executive Assistant (Recorder) Kathy Newton, VP, Clinical Services/CFO <i>(telephone)</i> Stephanie MacLaren, VP, Community Programs</p> <p>Regrets:</p> <p>Dr. Norm Bottum, President of Medical Staff Dorothy Owens</p>
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1.0 CALL TO ORDER

Vice-Chair of the Board, David Gray, chaired the meeting and called the Board Meeting to order at 3:00 p.m.

1.2 Approval of Agenda

MOTION: Moved by David O'Brien, seconded by Dave Bonham
THAT the agenda be approved.

Carried

1.3 Conflict of Interest

There were no conflicts of interest declared.

2.0 Consent Agenda

MOTION: Moved by Irene Odell, seconded by Theresa MacDermid
THAT the consent agenda of the January 24, 2019 Meeting of the Board of Directors, as follows, be approved:

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2.0 Consent Agenda (Cont'd)

BOARD OF DIRECTORS

THAT the Minutes of the Board of Directors' Meeting, held November 29, 2019, be approved.

COMMUNITY ADVISORY COMMITTEE

THAT the Minutes of the Community Advisory Committee Meeting, held November 1, 2018, be received.

CORRESPONDENCE RECEIVED: (attached)

THAT the Minutes of the Hyland Crest Family Council Meeting, held November 20, 2018, be received.

THAT the Minutes of the Hyland Crest Residents' Council Meeting, held December 11, 2018, be received.

THAT the Minutes of the Hyland Crest Residents' Council Meeting, held January 8, 2019, be received.

THAT the Minutes of the Highland Wood Family Council Meeting, held November 28, 2018 be received.

THAT the Minutes of the Highland Wood Residents' Council Meeting, held December 5, 2018, be received.

THAT the Minutes of the Highland Wood Residents' Council Meeting, held January 2, 2019, be received.

Motion Carried

3.0 BUSINESS ARISING FROM PREVIOUS BOARD MEETINGS

There were no outstanding items from previous Board meetings.

4.0 NOTICE OF MOTIONS – Nil

5.0 COMMITTEE REPORTING

5.1 Executive Committee

Board Chair, Jeff Gollob, provided a brief report on the last two meetings of the Executive Committee held on December 10, 2018 and January 21, 2019 and noted that the meetings had included several matters which were discussed and brought forward on the Board agenda: Chief of Staff succession; updating of Committee Terms of Reference to include government relations; donor recognition policy; commemoration ideas for recently deceased Peter Fearrey to recognize his contributions as a long-standing employee of HHHS; most recently, Director of Facilities and Projects.

5.2 Finance Committee

David Gray, Finance Committee Chair, reported that the Finance Committee met on January 21, 2019 and business included the review of financial statements at the end of

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5.2 Finance Committee (cont'd.)

November, 2018. Operating results were reviewed and a \$78K deficit was reported at the end of November which was partially offset by \$44K in government funding for infrastructure renewal work. Management and staff continue to diligently identify and implement balancing strategies; however, challenges associated with sick time and overtime continue.

MOTION: Moved by David Gray, seconded by Irene Odell,
THAT the Financial Statements, as at the end of November 2018, be approved.

Carried

5.3 Quality Committee (QC)

Chair of the Quality Committee, Jan Walker, reported that the QC met on December 10, 2018 and the meeting had included the following items: expression of thanks to staff for ensuring that the Quality Committee received reports required to undertake its fiduciary responsibilities; strong commitment from physicians participating on Quality Committee and invitation extended to Board Members to attend; utilization of Healthcare Insurance Reciprocal of Canada (HIROC) framework for risk management to rate significant risk; of 2018-19 mid-year Quality Improvement Plan (QIP) review that included quality indicators for Hospital, Community Support Services, Infection Prevention and Control, Occupational Health and Human Resources as well as a recommendation to establish fewer Indicators for the 2019-20 QIP report. President and Chief Executive Officer, Carolyn Plummer, reported that no sentinel events had occurred and that the Quality Committee would be receiving a report on the outcomes of the recent Hyland Crest inspection conducted by the Ministry of Health and Long-Term Care (MOHLTC) once compliance orders had been addressed.

5.4 Medical Advisory Committee (MAC)

Dr. Kristy Gammon, Chief of Staff, apprised the Board of discussions that took place at the MAC meetings on December 13, 2018 and January 17, 2019. Meeting business had included some of the following matters: improved Diagnostic Imaging (DI) service coverage; updated Mental Health referral form for clients of all ages; status of Medical Assistance in Dying (MAID) policy; ongoing challenges associated with Alternate Level of Care (ALC) patients within the Acute Care department; recruitment of Interim Chief of Staff; ongoing Emergency Department (ED) physician staffing challenges in Minden and Haliburton as well as potential support from a dedicated recruiter for Haliburton County if approved within the County's budget. Dr. Gammon also recognized the 23 years of longstanding service provided in the Haliburton ED by retiring Emergency Department Team Lead Dr. Greg Karaguesian. Director of Mental Health, Dave Jarvis' retirement was noted and his service to the organization and clients was noted. Condolences were expressed for Dr. Ali Al-Beer.

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5.4 Medical Advisory Committee (cont'd.)

Dr. Gammon spoke briefly about Dr. Keith Hay and the recommendation from MAC that he be appointed on an interim basis to fill the position of Chief of Staff during her upcoming sabbatical and noted that he received a high recommendation from members of the Medical Advisory Committee. Questions of clarification were responded to by Dr. Gammon.

MOTION: Moved by David O'Brien, seconded by Paul Morissette
THAT Dr. Keith Hay be appointed to the position of Interim Chief of Staff, effective February 1, 2019.

Carried

5.5 Community Advisory Committee (CAC)

Chair of the Community Advisory Committee, John Smith, was unable to attend the meeting but had sent a written report for the Board regarding the CAC's last meeting on January 3, 2019. Meeting highlights included: review of draft Communication Plan; Patient Handbook review; concerns and discussion about current occupancy rates at HHHS as well as physician recruitment challenges

<p>ACTION: John Smith to circulate to Board updated list of CAC membership.</p>
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6.0 Report of 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:

- no official word has been received yet regarding the future of the LHINs;
- acknowledged work by Vice-President of Community Services, Stephanie MacLaren on the organization's Communications Plan;
- leadership changes in the organization:
 - Dr. Diane Duff joined HHHS as Vice-President, Clinical Services and Chief Nursing Executive;
 - Dr. Greg Karaguesian, full-time Emergency Department (ED) physician and ED Lead is retiring at the end of March;
 - Kris Baird, HR Director, has left the organization and HHHS will now have a Shared Chief Human Resources Officer, Emma Elly (shared with Ross Memorial Hospital);
 - Shared Chief Information Officer, Bruce Pye, will be replaced by Maureen Charlebois (CIO at RMH);
 - Dave Jarvis, Director of Mental Health Services, will be retiring at the end of January 2019 ;
- the hospital was in surge mode (more patients in hospital than beds available) over the holidays (end of 2018); HHHS staff were commended for all their efforts during this time period;
- community programs – How Can I Help? approach launched in October 2018 has been progressing very well with a total of 105 referrals to date;
- management working groups – acknowledged the leadership of VP Support Services and Chief Financial Officer Kathy Newton's with these groups in efforts to mitigate HHHS' financial deficit;

6.0 Report of President and CEO (cont'd.)

CEO Plummer reported that the death of Dr. Ali Al-Beer, Orthopedic Surgeon at Ross Memorial Hospital (RMH), had a significant impact as he was well known in the region by patients and physicians and condolences from HHHS had been extended. CEO Plummer responded to questions pertaining to patient load and re-direction of patient referrals.

7.0 OLD BUSINESS / STANDING AGENDA ITEMS

No items.

8.0 NEW BUSINESS

8.1 Donor Recognition Policy

President and CEO, Carolyn Plummer, referred to the above-noted policy that had been pre-circulated to the Board and explained that the existing HHHS Donor Recognition Policy had been revised and updated to reflect current legislation, along with some other minor amendments. The Foundation's board of directors has also reviewed the policy.

MOTION: Moved by David O'Brien, seconded by Theresa MacDermid
THAT the Donor Recognition Policy, as attached, be approved.

Carried

8.2 Communication and Community Engagement Plan – 2019-2021

The above-noted document was highlighted by President and CEO, Carolyn Plummer. It was noted that two additional stakeholders (Ontario Community Support Association and Ontario Long-Term Care Association) would be added to the plan, as well as a statement indicating the plan will be reviewed annually. With these amendments, CEO Plummer recommended the Communication and Community Engagement Plan be approved by the Board.

MOTION: Moved by Irene Odell, seconded by Dave Bonham
THAT the Communication Plan, as attached and amended, be approved, in principle, with the understanding that HHHS and the HHHS Foundation will work to align the scope, language and content as applicable.

Carried

9.0 FOUNDATION AND AUXILIARIES

9.1 HHHS Foundation

Lisa Tompkins, Executive Director of the HHHS Foundation, updated the Board on two major fundraising campaigns: "Believe in the Magic of Giving" which raised close to \$121K to be used for purchasing priority equipment for HHHS, and the Cash for Care Lottery which is at 66% sold out at this point.

9.2 Minden Health Care Auxiliary

There was no report.

9.3 Haliburton Hospital Auxiliary

There was no report.

10.0 PUBLIC QUESTION PERIOD

Responding to a question on Exceptional Circumstances funding, it was noted that clarification would be provided on the Finance report. It was confirmed that the well remediation project must be completed in 2019 and the final estimate has not been determined yet; however, the project must be self-funded until a funding source has been confirmed. It was reported that the level of funding approved for the organization was consistent with what comparable organizations had received and that the provincial government had received aggregate funding requests from across the province which were in excess of the funding that was available.

11.0 OTHER MATTERS

David Gray thanked Dr. Kristy Gammon for her work to date, on behalf of the Board and staff of HHHS, and wished her well on her sabbatical.

11.1 ADJOURNMENT AND NEXT MEETING: The next meeting of the Board is to be held on March 28, 2019 at the Minden site.

MOTION: Moved by Paul Morissette, seconded by Theresa MacDermid
THAT the meeting adjourn at 4:00 p.m.

Carried

Jeff Gollob, Board Chair

ACTION ITEMS / FOLLOW-UP FROM BOARD MEETINGS

Source	Description	Responsibility	Completion
January 24, 2019	Circulate updated CAC membership list	John Smith (CAC Chair)	