

REGULAR OPEN MEETING of the BOARD OF DIRECTORS

Thursday, January 24, 2024 / 2:00 pm / HHHS Haliburton Boardroom and via Zoom
(Education 1:30 – 2 pm – FNIMUI)

Members:	Irene Odell, Vice Chair & Treasurer* Jane Adams, Director* Mark Bell, Director* Kurtis Bishop, Director* John Herald, Director*	Sharon Kaasalainen, Director* Diana McNiven* Ted Parent, Director* Charlotte Snider, Director*
Ex-Officio:	Dr. Keith Hay, Chief of Staff Jen Burns-West, CNE	Veronica Nelson, Pres. & CEO
Regrets:	Dr. Norm Bottum, David O'Brien, Don Pierson	
Guests:	Melanie Klodt Wong, HHHSF Executive Director, Liz Danielsen	
Staff Resources:	Michel Henry, EA, Recorder	

1. **CALL TO ORDER**

Irene Odell, vice-Chair, called the (Open) meeting to order at 2:04 pm. Liz Danielsen was welcomed as a guest to the meeting.

1.1 **Quorum** – Quorum was confirmed.

1.2 **Approval of Agenda** – The agenda was reviewed. Thereafter, there was a **MOTION: That the agenda be approved as presented.**

Mark Bell/John Herald, **CARRIED.**

1.3 **Declarations of Conflict of Interest** – None declared.

1.4 **Land Acknowledgement** – The traditional land acknowledgement was recognized.

2. **CONSENT AGENDA**

Items identified as part of the consent agenda were pre-circulated and the related motions were presented as follows:

- 2.1 **MOTION:** That the draft minutes of the (Open) Board of Directors meeting of November 23, 2023 be approved as circulated.
- 2.2 **MOTION:** That the draft minutes of the Quality Committee of January 17, 2024 be received.
- 2.3 **MOTION:** That the draft minutes of the Finance, Resources & Audit Committee of January 16, 2024 be received.
- 2.4 **MOTION:** That the draft minutes of the Governance and Planning Committee Minutes of January 17, 2024 be received.
- 2.5 **MOTION:** That the minutes of the Hyland Crest Residents' Council Meeting of December 11, 2023 be received.

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- 2.6 **MOTION:** That the minutes of the Hyland Crest Residents' Council Meeting of January 8, 2024 be received.
- 2.7 **MOTION:** That the minutes of the Highland Wood Residents' Council Meeting of December 27, 2023 be received.
- 2.8 **MOTION:** That the minutes of the Hyland Crest Residents' Council Meeting of January 10, 2024 be received.

Thereafter, there was a

MOTION: THAT the Board of Directors approves motions. 1 through 8 on the (Open) Consent Agenda for January 25, 2024 as presented.

John Herald/Mark Bell, **CARRIED.**

3. **BOARD BUSINESS – QUALITY COMMITTEE**

3.1 Chair's Remarks - Committee Chair, Jane Adams, gave a brief report on the recent Quality Committee meeting where Dr. Drury, former Accreditation surveyor, provided information on the Accreditation process to the Committee. The Committee participated in a mock tracer where Dr. Drury acted as a surveyor posing questions followed by feedback on the delivery of responses.

3.2 Quality Improvement Plan (QIP) – CNE Jen Burns-West reported on the 2023/24 QIP, reviewing the data for Q3. Medication reconciliation was scored at 100%, and the IPAC training efforts had increased to 81%. The mental health screening tool was now a forced function in Epic and Qualtrics had now been implemented to gather feedback from patients. The metrics for the 2024/25 QIP were reviewed with the final recommendation to the Board to be made at the next Quality Committee meeting.

4. **BOARD BUSINESS – FINANCE, RESOURCES & AUDIT COMMITTEE**

4.1 Chair's Remarks – Committee Chair, Irene Odell, reported on the Finance, Resources & Audit Committee meeting held on January 16, 2024 noting they had received a presentation from the new auditors, BDO. It was reported that the organization continued to operate in a deficit position. Financial advocacy continues with a focus on increasing the base funding.

4.2 Financial Statements – CEO Nelson reviewed the financial statements as at November 30, 2024 noting that while revenue had increased, expenses had increased as well, mainly due to salaries and benefits, the impacts of Bill 124 and the unfunded physician overlap shift. Purchased services was trending down from last month.

MOTION: THAT the Board of Directors approve the financial statements.

Sharon Kaasalainen/John Herald, **CARRIED.**

5. **BOARD BUSINESS – GOVERNANCE AND PLANNING COMMITTEE**

Committee Chair, Mark Bell, reported the Committee had reviewed and updated policies, and participated in the by-laws review.

5.1 Summary of Recommendations – The following motions were recommended for approval by the Governance and Planning Committee:

1. **MOTION:** THAT the Board of Directors approves the “Delegation of Authority” (DOA) to exercise the “DOA” powers and duties under the *Freedom of Information and Protection of Privacy Act (FIPPA)*.
2. **MOTION:** THAT the Board of Director approves the Terms of Reference for the Executive Committee.
3. **MOTION:** THAT the Board of Director approves the Board of Directors Meeting Policy POL.GOV.35103 and to archive Board Policy 4: Open Board Meetings, Board Policy 5: Board Agenda Development, Board Policy 6: Meeting Without Management, and Board Policy 11: In-Camera Board Meetings.
4. **MOTION:** THAT the Board of Directors approves the Board of Directors Conflict of Interest Policy POL.GOV.35347.
5. **MOTION:** THAT the Board of Directors approves the Board of Directors Code of Conduct Policy POL.GOV.34873.
6. **MOTION:** THAT the Board of Directors approves the Board Policy Chief Executive Officer Succession Planning Policy POL.GOV.34792 and the Board Policy Chief of Staff Succession Planning Policy POL.GOV.35345.

MOTION: THAT the Board of Directors approves motions 1 through 6 on the (Open) Summary of Recommendations from the Governance and Planning Committee as presented.

Diana McNiven/Jane Adams, **CARRIED.**

5.2 Ethics Policy

CEO Nelson spoke to the ethical framework at HHS and reported that the Ethics Committee had a participating Ethicist. The Ethics policy is required to be reviewed every 3 years. This year the policy had been reviewed by the Ethics Committee, the Executive Leadership Team, and the Governance and Planning Committee with no changes.

MOTION: THAT the Board of Directors approves the Ethics Policy POL.ALL.28869.

John Herald/Sharon Kaasalainen, **CARRIED.**

5.3 Integrated Risk Management Policy

A new Integrated Risk Management Policy had been pre-circulated with the agenda package. It was reported that this policy was developed in accordance with HIROC and the OHA Guide to Good Governance. The policy had received feedback from several committees including the Medical Advisory Committee, Executive Leadership Team, Management Committee and the Governance and Planning Committee. CEO Nelson further recommended updating the third paragraph of the policy to align the language and intent of Just Culture. Thereafter there was a

MOTION: THAT the Board of Directors approves the Integrated Risk Management Policy POL.ALL.35582 with the amendment to align with Just Culture.

Ted Parent/Diana McNiven, **CARRIED.**

6. REPORTS

6.1 Report of the Chief of Staff – The Report of the Chief of Staff was pre-circulated. Dr K. Hay reviewed the items referenced in his report highlighting the December and January meetings. Discussion took place regarding referrals coming from the ED department and a plan had been put in place to oversee this process. A presentation from Dr. Mike Hartwick, from Trillium Gift of Life Network, was received, with the Medical Advisory Committee approving the Trillium Gift of Life Policy.

MOTION: That the Board of Directors receive the Report of the Chief of Staff for December 2023 and January 2024.

Jane Adams/John Herald, **CARRIED.**

6.2 Report of the President & CEO – The Report of the President & CEO had been pre-circulated with the agenda package. The report highlighted four recommendations from the December 2023 Auditor General's Value for Money Audit on Emergency Departments including refining the temporary Emergency Department closure protocol to align with Ontario Health guidelines, emphasis on physician and staffing recruitment, diverting non-emergency patients away from the Emergency Departments and implementing a formal agreement between urgent care centres and Emergency Departments regarding the transfer of patients.

Committee members were provided with education on First Nations, Inuit, Metis, Urban Indigenous and suggested education on Equity, Inclusion, Diversity and Anti-Racism as aligned in the corporate Service Accountability Agreements.

Following an opportunity for discussion, there was a

MOTION: That the Board of Directors receives the Report of the President & CEO for January 25, 2024.

Mark Bell /Kurtis Bishop, **CARRIED.**

6.3 Report of the President of the Minden Health Care Auxiliary –President of the Minden Health Care Auxiliary (MHCA), Gail Simon, was unable to attend the meeting, however, submitted a written report which was read by CEO Nelson. The report included a commitment to donate \$10,000 towards a new van, \$1,500 for the Urgent Care Centre, \$200 on bird feed, and \$9000 on a hot holding cabinet and a two-door cooler.

6.4 Report of Haliburton Highlands Health Services Foundation – The Executive Director, Melanie Klodt Wong, shared that the Magic of Giving Campaign raised \$240,000, the 50/50 lottery was over \$11,000, applications for education grants are currently being received, and with volunteers returning to the Haliburton gift shop, it is anticipated the shop would be open three days per week. It was further noted that Tacye Wakefield had been selected as the Capital Campaign Cabinet Chair.

7. OTHER BUSINESS

7.1 2024-2025 Corporate Membership Application –

Following review of the 2024/2025 Corporate Membership application, there was a

MOTION: THAT the Board approve the 2024-2025 Corporate Membership Application form.

Ted Parent/Jane Adams, **CARRIED.**

7.2 Nominating Committee – Vice-Chair Odell reported that the Members of the Nominating Committee were Jane Adams, Sharon Kaasalainen, Charlotte Snider and the Committee would be chaired by David O’Brien. The first meeting had been scheduled for February 6th.

7.3 Goals & Objectives Update – The status of the priorities was reviewed noting:

- Just Culture had been introduced to the managers and would be presented to the staff in another month.
- A pulse check survey to include questions from the recent Work Life Pulse Survey and The Patient Safety Culture Surveys would be sent to staff in March .
- Budget planning was underway.
- Butterfly model painting was underway in Hyland Crest and a modified butterfly model was being considered for both long-term care facilities. The model would be presented to the Quality Committee in the coming months.
- Automatic door replacement would be installed in Minden in late February/early March.

7.4 Updated Workplan – The Board’s work plan was reviewed and there was agreement that good progress was being made.

7.5 Next meeting date – February 22, 2024

8. MOTION TO ADJOURN THE OPEN MEETING & MOVE INTO THE CLOSED MEETING

On a motion by Mark Bell, the Open meeting adjourned at 3:08 pm and the Board moved into its Closed meeting.

Vice-Chair

Secretary

Date