

REGULAR OPEN MEETING of the BOARD OF DIRECTORS

Thursday, March 28, 2024, 2:00 pm HHHS Haliburton Boardroom and via Zoom

Members:	David O'Brien, Chair* Mark Bell, Director* Ted Parent, Director* Don Pierson, Director*	Sharon Kaasalainen, Director* John Herald, Director* Liz Danielsen, Director* Charlotte Snider, Director*
Ex-Officio:	Dr. Norm Bottum, Pres. Medical Staff Martin Mazza, Interim CFO Dr. Keith Hay, Chief of Staff	Veronica Nelson, Pres. & CEO Jen Burns-West, CNE
Regrets:	Dave Blodgett, HHHSF Board Chair Diana McNiven, Director Jane Adams, Director	Kurtis Bishop, Director Irene Odell, Vice Chair & Treasurer
Guests:	Amanda Rowden, Manager of Community Support Services (presentation) Gail Simon, Minden Health Care Auxilliary Melanie Klodt Wong, HHHS Foundation Executive Director	
Staff Resources:	Lisa Gregorini, EA, Recorder <i>*Counts towards quorum</i>	

1. **CALL TO ORDER**

David O'Brien, Chair, called the (Open) meeting to order at 1:58 pm.

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 / Liz Danielsen, **CARRIED**

1.3 **Declarations of Conflicts 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 February 22, 2024, be approved as circulated.

2.2 **MOTION:** That the draft minutes of the (Open) Quality Committee meeting of March 20, 2024, be received.

2.3 **MOTION:** That the draft minutes of the (Open) Governance & Planning Committee of March 20, 2024, be received.

2.4 **MOTION:** That the draft minutes of the (Open) Finance, Resources & Audit Committee of March 19, 2024, be received.

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- 2.5 MOTION:** That the minutes of the Highland Wood Family Council Meeting of February 1, 2024, be received.
- 2.6 MOTION:** That the minutes of the Highland Wood Residents' Council Meeting of March 12, 2024, be received.
- 2.7 MOTION:** That the minutes of the Hyland Crest Family Council Meeting of March 5, 2024, be received.
- 2.8 MOTION:** That the minutes of the Hyland Crest Residents Council Meeting of March 18, 2024, be received.

Thereafter, there was a

MOTION: That the Board of Directors approves motions of the (Open) Consent Agenda for March 28, 2024, as presented.

Don Pierson / Sharon Kaasalainen, **CARRIED**

3. BOARD BUSINESS – QUALITY COMMITTEE

3.1 Summary of Recommendations: was circulated with the board package. Thereafter, there was a

MOTION: That the Board of Directors receives the 2023-24 Q3 Performance Indicators Report

Mark Bell / Charlotte Snider, **CARRIED**

3.2 2024-2025 Quality Improvement Plan (QIP): was circulated with the board package. Chief Nursing Executive, Jennifer Burns West reviewed highlights of the QIP set for final approval by March 31, 2024 noting that the QIP was tied to executive compensation. It was reported that the ten indicators were organized into Access & Flow, Equity, Experience and Safety. It was discussed how some indicators were mandatory, others had been set by management aligned to annual corporate goals and others were selected in response to feedback from patients, the Community Advisory Committee, and other committees. It was reported that some indicators have baseline data where improvements can be measured against; and other indicators have been developed to collect baseline data. The rate of workplace violence incidents resulting in lost time injury target was noted to be high. CNE Jennifer Burns West advised that there were some residents in long-term care and an exceptional case in acute care that are expected to impact this target. The target is a percentage of incidents that result in harm over the number of reported incidents. It was reported that anyone can report an incident, which is automatically received by managers. Thereafter, there was a

MOTION: That the Board of Directors approves the 2024-25 Quality Improvement Plan.

Sharon Kaasalainen / Charlotte Snider, **CARRIED**

3.3 Risk Register Report: Board members were reminded that the Integrated Risk Management policy had been approved by the Board in January 2024. Since that time, HHHS had been working with HIROC (Healthcare Insurance Reciprocal of Canada) to develop the Risk Register Report which had been circulated with the agenda package. The report was reviewed with the Board noting that the top risk categories included human resources, financial instability, external relations as it relates to fundraising, aging infrastructure, and information management; along with falls and medication errors specifically in long-term care and access to care in the emergency department. It was reported that on a regular basis the risks will be reviewed, reassessed, and reported to the Board. Thereafter, there was a

MOTION: That the Board of Directors approves the Risk Register Report.

Liz Danielsen / Mark Bell, **CARRIED**

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

4.1 Summary of Recommendations was circulated with the board package. Chair David O'Brien reviewed the recommendations in the absence of Committee Chair Irene Odell. Highlights included the significant reduction in agency staff noting a reduction in agency staff shifts from 141 in Q2 to 16 in Q3 in acute care areas with the elimination of agency staff in long-term care. The reduction in staff has been attributed to the recruitment of 30 staff since June. It was reported that management is reviewing the current staffing model and aligning with best practice in the emergency and acute care areas. It was reported that there had been a reduction in staff sick time with nurses returning to work. It has been reported to the ministry and Ontario Health that HHHS' reduction in agency usage has saved over \$1.5 million. Thereafter, there was a

MOTION: That the Board of Directors approves the Summary of Recommendations of the Finance, Resources and Audit Committee as presented:

- i. **THAT** the Board of Directors approves the Annual Reconciliation Report Audits for Hyland Crest and Highland Wood for the calendar year ending December 31, 2022.
- ii. **THAT** the Board of Directors receives the Q3 Indicators Report.
- iii. **THAT** the Board of Directors approves the Terms of Reference, Finance, Resources and Audit Committee TOR.ADM.34796.
- iv. **THAT** the Board of Directors approves the Board of Directors, Banking and Investments Policy POL.GOV.36747.

Ted Parent / Don Pierson, **CARRIED**

4.2 Financial Statements as of January 31, 2024: were circulated with the board package. The Board and Committee expressed appreciation to Interim CFO Martin Mazza for providing outstanding support and leadership as this was his last meeting.

Interim CFO Martin Mazza provided highlights to the financial statements and forecasts for the period ending January 31, 2024. It was reported that total revenues were \$29.6M over total expenses of about \$33.7M and after net building amortization the year-to-date net deficit was (\$4.3M). The biggest impact is a result of Bill 124 reopener, agency staff, travel, and accommodations. There were concerns expressed given the unknown factor of funding. It was further reported that in order to maintain cashflow, Ontario Health (OH) had advanced \$6.6M which is payable in June 2024. It was reported that HHHS had advised OH that without financial support, HHHS would be unable to repay the cash advance. It was reported that a year-end deficit of about (\$3.5M) is expected. It was reported that several funding letters had been received these past few days from the Ministry of Health, Ontario Health and Ministry of Long-Term Care. The Board and Leadership Team are making progress to return to positive gains. When asked by the Board what the top opportunities going forward were, it was stated that continuing to curb or eliminate agency costs and to resolve the physician compensation. When reviewing the financial statements, it was recognized that savings from the recent ED consolidation should be recognized, including the reduction in agency costs. There was discussion of the shortage of family physicians in the province and how this impacts HHHS. Thereafter, there was a

MOTION: That the Board of Directors approves the financial statements for the period ending January 31, 2024.

Ted Parent / Mark Bell, **CARRIED**

4.3 Corporate Land Registry Report: Included in the agenda package was the annual Corporate Land Registry Report. The Report includes information on any land acquisitions and disposals, any environmental issues and mitigations strategies and confirmation of insurance status. The appendices provided additional details noting that the table would be updated to include further details such as roll numbers and legal descriptions as required by the Act. It was reported that the Board would receive this report on a regular basis going forward. Thereafter, there was a

MOTION: That the Board of Directors receives the 2023/24 Corporate Land Registry Report.

Charlotte Snider / John Pierson, **CARRIED**

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

5.1 Summary of Recommendations: The summary of recommendations was circulated with the board package. There was a brief discussion about the assessment of Board members. CEO Nelson explained that a Board peer review process is a requirement under Accreditation Canada. There was a question of whether the Board had considered doing exit interviews of Board members. It was agreed that this would be explored. Thereafter, there was a

MOTION: That the Board of Directors approves policies and forms:

- i. Board of Directors, Performance Evaluations, Board Chair POL.GOV.35865
- ii. FORM, Evaluation – Board Chair FORM.GOV.35863
- iii. Board of Directors, Performance Evaluations, Individual Member POL.GOV.35866, and
- iv. FORM, Evaluation – Board Peer FORM.GOV.35864

Sharon Kaasalainen / Ted Parent, **CARRIED**

5.2 Set Annual General Meeting Date: It was reported that the Annual General Meeting be held in person in the Minden auditorium. Thereafter, there was a

MOTION: That the Board of Directors set the Annual General Meeting to take place on June 27, 2024, at 2:00 pm to be held in person at the HHHS Minden Auditorium.

Don Pierson / Liz Danielsen, **CARRIED**

6. **REPORTS**

6.1 Report of the Chief of Staff: The Report of the Chief of Staff was pre-circulated. Chief of Staff, Dr. Keith Hay reported that there had been visits by two physicians in February; one had decided to move elsewhere, and the second continues to be engaged. Thereafter, there was a

MOTION: That the Board of Directors receives the Report of the Chief of Staff for March 21, 2024.

Liz Danielsen / Mark Bell, **CARRIED.**

6.2 Report of the President & CEO – President & CEO Veronica Nelson submitted a written report which

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was included in the board package. There was a discussion about *An Act to enact the Fighting Against Forced Labour and Child Labour in Supply Chains Act* Bill S-211 reporting requirements. The Act came into effect January 1, 2024 and imposes annual reporting obligations in an attempt to minimize the risk of forced labour and child labour in supply chains. The hospital sector has engaged the Ontario Hospitals Association (OHA) for guidance and standardized reporting templates where the initial report must be approved by the Board by May 31, 2024 and be publicly posted. It appears HHHS meets the definition of an Entity Subject to Bill S-211 Obligations. Should this be confirmed, Bill S-211 may apply to those within HHHS spaces.

It was reported that the Winter Community Engagement sessions were well attended and that many of watched the recording on the website. Plans for a Summer Engagement Session are underway. Thereafter, there was a

MOTION: That the Board of Directors receives the Report of the President & CEO for March 2024.

Ted Parent / Charlotte Snider, **CARRIED.**

6:3 Report of the Minden Health Care Auxiliary: President of Minden Health Care Auxiliary (MCHA), Gail Simon provided a verbal report noting that work is underway to update the Auxiliary's Constitution which includes combining executive and director roles into only executive. It was reported that the MHCA would like to donate about \$10K which had been previously earmarked for the purchase of a van for Community Support Services, however due to one-time ministry funding these funds were no longer needed. The Minden Health Care Auxiliary will be holding their Annual General Meeting on June 30.

6.4 Report of Haliburton Highlands Health Services Foundation: HHHS Foundation Executive Director, Melanie Klodt Wong, shared that the Foundation is looking to reach new donors and existing long-term donors. The Foundation is looking to the HHHS Board for financial and connections support. Early gifts are appreciated to support the Diagnostic Imaging (DI) Capital Campaign. The Foundation is available to provide guidelines for events. The Radiothon funds from Summer 2023 were provided to help maintain and fund the Community Support Services vans. The Foundation Board is taking guidance from the Hospital Board and updating some foundational policies. The Foundation will again be seeking help from a summer student. The Foundation's Annual General Meeting is set for June 27 at 10:00am with the format and location yet to be confirmed.

7. OTHER BUSINESS

7.1 Long-Term Care Home Service Accountability Agreements (LSAA) Declarations of Compliance: The LSAA Compliance Declarations were included in the Board package. It was reported that there were no material exceptions. Thereafter, there was a

MOTION: That the Board of Directors approves the Long-Term Care Home Service Accountability Agreements (LSAA) Declarations of Compliance for both Highland Wood and Hyland Crest Long-Term Care Homes.

Ted Parent / Don Pierson, **CARRIED.**

7.2 Updated Workplan: A copy of the current workplan was circulated with the board package. After some discussion it was noted that we are on track – it was noted that the workplan includes tasks for both the Board and Board Committees.

7.3 Next meeting date – April 25, 2024 @ 2:00 pm

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

On a motion by Mark Bell, the Open meeting adjourned at 3:07 pm and the Board moved into its Closed meeting.

Chair

Secretary

Date