

 <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: March 23, 2023</b></p>	<p><b>Time: 3:30 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 Scott Addison Sharon Kaasalainen Mary McGee Irene Odell Diana McNiven Ted Parent Charlotte Snider</p> <p><b>Ex-Officio Board Members -</b> Carolyn Plummer, President and Chief Executive Officer Paula Raggiunti, Interim Vice-President/CNE</p>	<p><b>Administration:</b> Darlene Moore, Chief Financial Officer Michel Henry, Executive Assistant (Recorder)</p> <p><b>Regrets:</b> Dr. Norm Bottum, President of Medical Staff Dr. Devon Tilbrook, Chief of Staff Jeff Gollob, Past Chair Kelly Mitchell Don Pierson</p> <p><b>Guests:</b> Eric Recalla, Chair Haliburton Highlands Health Services Foundation (HHHSF) Melanie Klodt Wong, Executive Director HHHSF Mike Baker, The Highlander</p>
--	--

### 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 3:30 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 Jane Adams, seconded by Charlotte Snider  
**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 Jane Adams  
**THAT** the consent agenda of the March 23, 2023 Meeting of the Board of Directors, as follows, be approved:

### **BOARD OF DIRECTORS**

**THAT** the Minutes of the Board of Directors' Meeting, held January 26, 2023, be approved.

### **EXECUTIVE COMMITTEE**

**THAT** the Minutes of the Executive Committee meetings, held January 16, 2023 and February 13, 2023 be received.

### **MEDICAL ADVISORY COMMITTEE**

**THAT** the Minutes of the Medical Advisory Committee Meetings, held January 19, 2023 and February 16, 2023 be received.

### **CORRESPONDENCE RECEIVED**

**THAT** the Minutes of the Highland Wood Residents Council meeting, held February 8, 2023, be received.

**THAT** the Minutes of Hyland Crest Residents Council meetings, held February 6, 2023 and March 13, 2023, be received.

**THAT** a report from the Minden Health Care Auxiliary dated March 21, 2023 be received.

**THAT** a report from the Community Advisory Committee from the meeting held February 23, 2023 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 March 20, 2023 and business included strategic planning as well as master planning. It was reported that the Strategic Plan was close to being finalized. Discussion took place regarding recruitment of the Chief Nursing Executive, physicians and nurses. A report was also given on a recent meeting that took place with the Mayors of the County.

## 5.2 Finance Committee

Finance Chair Irene Odell reported on the highlights of the Finance Committee meeting on March 20, 2023 which included:

- As of January 31, 2023, HHHS is in a \$2.7M deficit position
- Deficit consists mostly of ongoing staffing pressures - the use of agency staff
- The team is focused on mitigating strategies
- Constant communication with Ontario Health
- Anticipate a \$3M deficit which will be carried into the New Year

**MOTION:** Moved by Irene Odell, seconded by Ted Parent  
**THAT** the Financial Statements as at January 31, 2023 be approved.

**Carried**

## 5.3 Quality Committee

Quality Chair Jane Adams reported on the highlights of the Quality Committee meetings on February 13 and March 14, 2023 which included:

- Update on the pandemic plan
- Results of the long-term care inspection
- Reviewed scorecard results
- Accreditation update, scheduled for December
- Quality of care review
- Review of Quality Improvement Plan along with narrative and Executive Compensation

**MOTION:** Moved by Irene Odell, seconded by Diana McNiven  
**THAT** the Quality Improvement Plan, Narrative and Executive Compensation for 2023-2024 be approved.

**Carried**

## 5.4 Medical Advisory Committee

Dr. Devon Tilbrook reported on the highlights of the MAC meeting held on March 16, 2023 and reported that her three-month term as Chief of Staff was ending as of March 31<sup>st</sup>, 2023.

**MOTION:** Moved by Irene Odell, seconded by Ted Parent  
**THAT** Dr. Norm Bottom be appointed to the position of Chief of Medical Staff for a three-month term effective April 1, 2023.

## 5.5 Community Advisory Committee

Mary McGee reported on the meeting held February 23, 2023 of the Community Advisory Committee which included next steps for recruitment for the Committee, and addressing the concern over long-term care residents when isolating and focused on ways to improve their situation and it was agreed that arrangements would be made for a friendly phone program to be initiated through the Life Enrichment Coordinator.

## 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:

- *IT Code Grey Update*
  - HHHS continued to work through recovery to get all impacted programs back online
  - Cyber defense infrastructure had been updated
  - Incident occurred at Ross Memorial Hospital (RMH), and had impacted access to integrated information technology
  - Grateful to IT staff who had been working around the clock to address the impact of this attack and reduce the risk of re-occurrence of any similar incidents
- *Health Human Resources Update*
  - ongoing health human resource shortages continue to affect HHHS with agency staffing heavily relied upon
  - trying very hard to recruit and improve the work environment at HHHS to retain its valued employees
- *COVID-19 Update*
  - Outbreak in the Acute Care Unit, with visitors being restricted until the outbreak is declared over
  - Gratitude was expressed for the hard work of the Acute Care team and IPAC team
- *Federal, Provincial, Regional Updates*
  - In February the federal government announced increased health funding transfers to provinces, however, it is not known at this time the impact this may have on HHHS
  - Report released on Medical Assistance in Dying (MAID) recommended additional funding be directed to palliative care
  - Bill 60, *Your Health Act*, was introduced to reduce wait times and includes new rules that recognize the credentials of health care workers registered in other provinces. HHHS is hopeful that it will facilitate recruitment of health care providers
- *HHHS Updates*
  - The Strategic Plan would be completed in the very near future; CEO Plummer thanked the community, staff and stakeholders for participating in the surveys and/or meetings.
  - Master Planning has commenced
- *Community Program Updates*
  - This month is "March for Meals", a campaign to raise awareness of the Meals on Wheels program
  - HHHS is proud to offer this program and thanked the excellent team of volunteers who participate in this program

(Continued ...)

- *Long-Term Care Updates*
  - A resident experience survey had been conducted in our long-term care facilities with the results being tallied and will be shared with the residents, families, the Quality Committee and the Board of Directors
  - A second mural had been painted in Highland Wood which engaged the residents who enjoyed the process and the artist was able to incorporate some of their stories into the painting
  - New door coverings will be installed this month which will help to redirect patients experiencing exit-seeking behaviours; funding received by Behavioural Supports Ontario for this project
  - Long-term care flooring replacement has been delayed because of issues with the installer, and HHHS is hopeful to proceed shortly
  
- *CT Scan Update*
  - CT Scan feasibility study had been completed with very positive results
  - The application for CT scan and mammography licenses have been submitted to Ontario Health East
  - Thanks was extended to the community, patients, caregivers, municipal leaders and our MPP for their tremendous support
  - Thanks was also extended to the media for their support as well
  - MPP Laurie Scott had been notified that the application had been submitted
  - The support and hard work from the RMH Diagnostic Imaging team and the Leadership team at HHHS was acknowledged

Chair O'Brien, on behalf of the Board of Directors, also acknowledged the extraordinary efforts by CEO Plummer and her leadership team to get this project to this point.

## **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 HALIBURTON HIGHLANDS HEALTH SERVICES FOUNDATION**

### **9.1 Foundation**

Melanie Klodt Wong, Executive Director of the Haliburton Highlands Health Services Foundation (HHHSF), updated the Board on fundraising efforts. The budget had been approved to raise diagnostic imaging funds that will replace the ultrasound unit, PACS and x-ray machine which are at end of life. Executive Director Klodt Wong acknowledged two recent significant gifts, one being \$100,000 from a local Korean War Veteran and the second from the Ontario Federation of 4WD Recreationists in the amount of \$6,310. Future plans are to rejuvenate the gift shop in Haliburton, offer a new puzzle and attending the many community events in the coming months.

### 10.0 PUBLIC QUESTION PERIOD

Mike Baker from The Highlander inquired about the effect the financial pressures were having on the organization. Finance Chair Irene Odell reported that the deficit pressures have added a tremendous amount of stress. Staffing pressures and financial pressures were at top of mind and have a significant impact on every decision made.

In follow-up, Mr. Baker inquired about the status of staffing. CEO Plummer reported that there has been an uptick in resumes however, there have been a few staff leave to go elsewhere where wages are higher and HHHS cannot compete. It was also noted that the frontline staff are feeling the impact of the staffing shortage.

Mr. Baker further inquired if the potential for Emergency Room closure was still a risk. CEO Plummer reported that due to staffing challenges, the situation remained precarious and advised that patients “Stop, Check and Go” before proceeding to the hospital. She reported that to date HHHS has avoided closure.

### 11.0 ADJOURNMENT AND NEXT MEETING

11.1 The next meeting of the Board is to be held on May 25, 2023.

**MOTION:** Moved by Irene Odell  
**THAT** the meeting adjourn at 4:20 p.m.

**Carried**

ORIGINAL WITH SIGNATURE ON FILE

---

David O'Brien, Board Chair

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

Source	Description	Responsibility	Completion