

 <p>HALIBURTON HIGHLANDS HEALTH SERVICES <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: March 24, 2022</p>	<p>Time: 3:00 p.m. Location: Zoom Videoconference</p>

<p>Board Members present: Jan Walker, Board Chair David O'Brien, Vice Chair Carolyn Plummer, President and CEO Jane Adams Linda Dietrich Jeff Gollob Sharon Kaasalainen Irene Odell Ted Parent Don Pierson Charlotte Snider Dr. Tina Stephenson, Chief of Staff</p>	<p>Administration: Darlene Moore, Vice-President/CFO Paul Truscott, Shared Chief Information Officer Marlene Vieira, Executive Assistant (Recorder)</p> <p>Regrets: Dr. Norm Bottum, President of Medical Staff Scott Addison Diana McNiven</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 Irene Odell, seconded by Ted Parent
THAT the agenda be approved, as amended.

Carried

1.3 Declaration of Conflict of Interest

There were no conflicts of interest declared.

2.0 Consent Agenda

MOTION: Moved by Linda Dietrich, seconded by Ted Parent
THAT the consent agenda of the March 24, 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 January 27, 2022, be approved.

MEDICAL ADVISORY COMMITTEE

THAT the Minutes of the Medical Advisory Committee Meeting, held January 20, 2022 and February 17, 2022, be received.

CORRESPONDENCE RECEIVED:

THAT the Minutes of Highland Wood Family Council, held February 1, 2022, be received.

THAT the Minutes of Hyland Crest Family Council Meeting, held February 2, 2022, be received.

THAT the Minutes of Hyland Crest Residents' Council Meeting, held February 16, 2022, 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, Jan Walker reported that meetings of the Executive Committee were held virtually on February 14, 28, and March 21. She noted that at all of these meetings there has been a focus on strategic priorities such as Emergency Department (ED) services and health human resources (HHR) challenges, including recruitment of physicians and nurses and a Chief Nurse Executive.

There was also a special meeting with the four Municipality Mayors, as well as the Warden and Chief Administrative Officer of Haliburton County, on March 10. The meeting included discussion about ED services, HHR challenges, and how the County and HHHS can work together on recruitment of physicians and nurses, as well as on advocacy with the province on healthcare issues affecting HHHS. The Board will pull together a small group to specifically look at the provision of ED services in light of the HHR shortage. It is expected that there will be more information reported from this group in May. Additionally, the Executive Committee has been discussing how and when to carry out strategic planning and master planning.

5.2 Finance Committee

Irene Odell, Finance Committee member who had chaired the Finance Committee meeting of March 14, 2022, provided highlights of the meeting. She reported that the organization's cash has improved and that September 30, 2021 COVID-19 expenses have been reimbursed now by the province. HHHS' operational deficit is \$(536)K at January 31, 2022, of which \$(279)K relates to lost revenues due to COVID-19 with remaining variance of \$(257)K due to increased compensation, purchased services, and inflationary pressures for food and utilities.

At the end of June 2022 the province will no longer provide reimbursement of COVID-19 expenses; however, Ontario Health has notified HHHS that it will provide one-time funding of \$600K for 2021-2022 operating pressures and it is forecast that HHHS will finish the operating year in a balanced financial position.

MOTION: Moved by Dave O'Brien, seconded by Jane Adams
THAT the Financial Statements at January 31, 2022, be approved **Carried**

MOTION: Moved by Ted Parent, seconded by Don Pierson
THAT the following changes be made to the Signing Officers for the Corporation (who are approved and authorized to execute banking documents on behalf of Haliburton Highlands Services):
Add Vice-President, Support Services and Chief Financial Officer, Darlene Moore
Remove Vice-President, Clinical Services and Chief Executive Nurse, Andrea Lucas **Carried**

5.3 Quality Committee

Quality Committee Chair, Jane Adams, reported that the Quality Committee (QC) met on February 14 and meeting business included the following: presentation on "AlayaCare" home health care information system (cloud-based software) recently implemented for the programs of Community Support Services (CSS); Quarterly Quality Scorecard for Hospital, CSS, Occupational Health, and Infection Prevention and Control; Risk Management Report.

It was also noted that Health Quality Ontario had suspended the Quality Improvement Plan work during the first two years of the pandemic, but word was recently received that it is ramping up for 2022-2023.

5.4 Medical Advisory Committee

Chief of Staff, Dr. Tina Stephenson, reported that the Medical Advisory Committee (MAC) met on February 17 and March 23, 2022. Meeting business included discussion on the clinical reports and a mechanism for resolving issues within the Epic clinical information system, as well as the HHR challenges that are also being experienced province-wide.

(Continued...)

5.4 Medical Advisory Committee (Cont'd)

Referring to a memo that had been pre-circulated to Board members, Past Board Chair, Jeff Gollob, reviewed a suggested amendment to the HHS Corporation By-Law which would permit three-month rotating appointments of a Chief of Staff, the model currently proposed by the MAC. He confirmed that the amendment would need to be brought to the Corporation's Annual General Meeting in June for approval. The rotating model for appointments of Chiefs has been proposed as there has been no success in recruitment of a physician who can commit to the position for a three-year term, as stated in the Corporation's By-Law.

Board members were asked to provide feedback to Jeff Gollob before the next Board meeting of May 26; the amendment would be presented at the AGM on June 23, 2022.

MOTION: Moved by Don Pierson, seconded by Linda Dietrich
THAT Dr. Haley Hatch be appointed as Chief of Medical Staff from April 1, 2022 to June 30, 2022.

Carried

ACTION:

Bring amendment for HHS Corporation By-Law (pertaining to appointment of Chief of Staff) to the May 26, 2022 Board Meeting.

On behalf of the Board, Chair Walker acknowledged the contributions of Dr. Tina Stephenson as Chief of Staff for the last six months, and she expressed appreciation for the tremendous amount of work done during a very challenging time for the organization.

5.5 Community Advisory Committee (CAC)

Mary McGee, Chair of the Community Advisory Committee, reported that the CAC met on February 9, 2022. The Committee received an update report from CEO Plummer and members provided feedback with respect to Emergency Department closures. The CAC also met on January 20th to explore the concept of a focus group associated with the CAC that would consist of a range of individuals with diverse backgrounds to add missing perspectives and better quality, more relevant feedback to the CEO regarding some matters. A proposal was submitted to CEO Plummer which included further details on this expanded focus group. CAC meetings will continue to be held virtually, with the next meeting scheduled for May 5th.

6.1 CEO's Report to the Board

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

HHS Emergency Department (ED) Update

- HHS continues to engage in activities related to addressing the HHR shortages that continue to affect the organization, and others across the province as well
- Haliburton County Physician Recruiter continues to explore potential options that could help with recruitment and retention of healthcare workers

(Continued...)

6.1 CEO's Report to the Board (Cont'd)

COVID-19 Update

- Omicron variant continues to spread in the local community and region
- Cautious approach is being taken by HHS and continuing all enhanced infection prevention and control measures including screening before entry and universal masking in all public and patient/resident care areas
- Community Assessment Centre trailer is being removed and the Centre will now be in the Haliburton Family Medical Centre
- Assessment Centre will also be a support to the community by answering COVID-19 related questions and completing a non-emergency assessment

Federal, Provincial, and Regional Updates

- Province's retention incentive for nurses was announced on March 7, 2022
- Cybersecurity has been affecting healthcare organizations and Ontario Health is supporting the creation of six Regional Security Operating Centre pilots over two years to support a provincial cybersecurity operating model

HHS - Community Programs Update

- Community Support Services Programs are opening back up with more face-to-face opportunities such as the Social Recreation program and Adult Day program
- Community Mental Health Programs are moving forward with Epic clinical information system implementation and the Mental Health Clinic continues to provide client group sessions
- Geriatric Assessment and Intervention Network (GAIN) Clinic is developing a regional approach for workflows and processes within Epic and the team's caseload remains consistent
- Physiotherapy Department is moving back to its original location at the Minden site, and will provide extra support to Highland Wood and Hyland Crest
- Diabetes Education Network continues to see increasing referrals and rising complexity within the client base and is reviewing the opportunity to restart group education sessions

HHS - Long-Term Care (LTC) Update

- Both LTC homes continue to maintain enhanced infection prevention and control precautions and have completed plans and actively working on implementing staffing models to achieve the required time of three hours of direct care per resident daily, along with thirty-three minutes daily from allied health care (physiotherapist/social workers)
- Updates to some elements of information technology at both homes has proceeded, including implementation of new automatic dispensing units for high risk medications
- New bath tubs purchased for both homes
- Many life enrichment events have taken place at both homes including "A Trip to Paris"

(Continued...)

6.1 CEO's Report to the Board (Cont'd)

HHHS - Hospital Updates

- HHHS continues to support Hospital RNs to complete the Trauma Nursing Core Course and 2/3 of the courses have been completed
- RPN team continues to complete Advanced Cardiac Life Support training
- HHHS working to revise the RPN scope of practice policy and create learning packages to accompany this transition

Leadership Updates

- Vice-President, Support Services and Chief Financial Officer, Darlene Moore was introduced to the Board

7.0 OLD BUSINESS / STANDING AGENDA ITEMS

No items.

8.0 NEW BUSINESS

8.1 Epic Clinical Information System

President and CEO, Carolyn Plummer, informed the Board that the clinical information system, Epic, went live December 3, 2021 for Hospital, GAIN, and Mental Health. Since that date work has continued on optimizing and stabilizing the system, which has been a great deal of change for all staff. HHHS is part of a partnership with six other regional partners in the implementation of the system. There has been a strong team supporting staff through the process, but work is still required to optimize the system. Patients visiting the hospital during the initial months with the new system are asked for their patience as most tasks take longer during the period of technology change.

On behalf of the Board, Chair Walker expressed the Board's appreciation for the tremendous amount of work that has been expended by HHHS' leadership, as well as all staff and physicians during the preparation and launch of the new information system. She noted that the system will be a huge benefit to HHHS and pointed out that clinical information systems such as Epic produce significant improvements in patient safety (medications and communications between providers).

9.0 FOUNDATION AND AUXILIARIES

9.1 HHHS Foundation

Lisa Tompkins, Executive Director of the Haliburton Highlands Health Services Foundation (HHHSF), updated the Board on fundraising, noting that with respect to Epic, the Foundation has supported the project by providing Workstations on Wheels. She also reported that the monthly on-line lotteries continue, and plans are proceeding for summer events such as the golf tournament which was on hiatus during the pandemic the last two years.

9.2 Minden Health Care Auxiliary - There was no report.

9.3 Haliburton Hospital Auxiliary - There was no report.

10.0 PUBLIC QUESTION PERIOD

There were no questions.

11.0 ADJOURNMENT AND NEXT MEETING

The next meeting of the Board is to be held on May 26, 2022 via Zoon.

MOTION: Moved by David O'Brien
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
March 24, 2022	Bring amendment for HHHS Corporation By-Law (pertaining to appointment of Chief of Staff) to the May 26, 2022 Board Meeting	J. Gollob / M. Vieira	