

 <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: March 28, 2019</p>	<p>Time: 3:00 p.m. Location: Haliburton Board Room</p>

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

Board Chair, Jeff Gollob called the meeting and called the Board Meeting to order at 3:00 p.m.

1.2 Approval of Agenda

MOTION: Moved by David Gray, seconded by Irene Odell
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 David Gray, seconded by Irene Odell
THAT the consent agenda of the March 28, 2019 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 24, 2019, be approved.

FINANCE COMMITTEE

THAT the Minutes of the Finance Meeting, held November 12, 2018 and January 21, 2019 be received.

MEDICAL ADVISORY COMMITTEE

THAT the Minutes of the Medical Advisory Committee Meeting, held January 17, 2019, be received.

COMMUNITY ADVISORY COMMITTEE

THAT the Minutes of the Community Advisory Committee Meeting, held January 3, 2019, be received.

CORRESPONDENCE RECEIVED: (attached)

THAT the Minutes of the Hyland Crest Family Council Meeting, held January 27, 2019, and February 26, 2019 be received.

THAT the Minutes of the Hyland Crest Residents' Council Meeting, held January 8, 2019, February 20, 2019 and March 12, 2019, be received.

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

THAT the Highland Wood Roof correspondence 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 and spoke to the increased focus placed on government relations confirming that a sub-committee would not be established as the Board Executive Committee has been acting in respect to this subject.

The draft Terms of Reference for the Executive Committee was presented and a brief discussion followed clarifying the scope of the Terms of Reference. It was noted that the membership did not include the Nominating Committee Chair; a question arose regarding whether the HHHS By-Laws specified this role or the Executive Committee membership, noting that the terms of reference should only be approved with the addition of the Nominating Chair if permitted according to the By-Laws.

(Continued)

MOTION: Moved by David Gray, seconded by Dave Bonham
THAT the Executive Committee Terms of Reference (as attached), be approved as amended subject to review of HHHS By-Law

Carried

5.2 Finance Committee

David Gray, Finance Committee Chair, reported that the Finance Committee met on March 25th and summarized that January 2019 financial results represented ten months of current fiscal year. It was highlighted that during the first four months of the fiscal year the organization experienced an operating deficit of \$250K that has since been reduced to \$68K with a break even projection by fiscal year end. He further reported that the organization had been approved for \$450K in other provincial funding which would support various projects including the well remediation project at the Haliburton site. Salaries and benefits continue to be the most significant cost impacting the organization and management is focused on strategies to mitigate costs associated with sick time and over time. A revised payroll approval method is expected to be implemented by the end of the 1st quarter of the new fiscal year which should also assist in managing manpower costs. The other working groups have recommended the implementation of several cost savings measures that have potential to generate annual savings of approximately \$100K over the coming year. These savings will be reinvested in the organization to reduce on-going cost pressures and the Board commended the working group in this remarkable accomplishment. President and Chief Executive Officer, Carolyn Plummer (CEO), noted that these working group outcomes illustrate that numerous small savings can contribute to a significant impact.

MOTION: Moved by David Gray, seconded by Paul Morissette,
THAT the Financial Statements, as at the end of January 2019, be approved.

Carried

5.3 Quality Committee (QC)

Chair, Jeff Gollob, and CEO, Carolyn Plummer jointly reported on behalf of Quality Chair, Jan Walker, confirming that the Quality Committee last met on February 25, 2019, and included a review and discussion of the draft Quality Improvement Plan (QIP) for 2019-20. A number of revisions to the draft were recommended. This meeting was followed by a special meeting on March 14, 2019 for the purpose of making a recommendation to the Board to approve the final draft of the 2019-20 QIP. CEO Plummer briefly summarized the mandate of Health Quality Ontario (HQO) and the priority indicators identified by HQO, including patient and resident satisfaction. Responding to questions from the Committee CEO Plummer provided clarification for the targets of the quality indicators as reported in the QIP submission.

MOTION: Moved by Dorothy Owens, seconded by Jane Adams
THAT the Quality Improvement Plan for 2019-20 (as attached), be approved.

Carried

5.4 Medical Advisory Committee (MAC)

Interim Chief of Staff, Dr. Keith Hay, was not able to attend the meeting and Chair Gollob referred to Dr. Hay's pre-circulated written report. It was reported by a Board Member that there had been considerable discussion regarding the organization's policy for the credentialing of professional staff and that the Board continues to support the mandatory requirement for the provision of a current police check, noting that evidence of an application for a police check could serve as a proxy in the event of an emergency staffing situation involving a shortened turnaround time for credentialing to take place.

It was noted that Dr. Karaguesian was retiring from service at the Haliburton Emergency and the Board would formally acknowledge the significant support he provided to the organization and the community.

5.5 Community Advisory Committee (CAC)

Attending on behalf of the Chair of the Community Advisory Committee, past CAC Chair Dave Coulson reported on the election of a new committee chair and the process to refine the purpose and objectives of the CAC. A good news story was highlighted regarding the newly established centralized referral system managed by Community Support Services (CSS) which directs callers to appropriate services. Within six months, 153 individuals

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:

- Ministry of Health and Long-Term Care (MOHLTC) health care transformation under *Bill 74 Peoples Health Care Act* will integrate a number of provincial agencies, including Local Health Integration Networks (LHINs) into a single agency called Ontario Health; the province replaced the LHIN Boards with the newly formed Ontario Health Care Board. The MOHLTC has indicated that 30 to 50 local integrated health care teams called Ontario Health Teams (OHTs) will evolve across Ontario. CEO Plummer noted that Haliburton Highlands Health Services (HHHS) is in a good position, based on its significant integration to date and its work on the Rural Health Hub and Youth Wellness Hub, to play a leadership role in moving forward with health care partners to establish a local OHT.
- Highland Wood (HW) Long-Term Care roof leak led to a full evacuation of residents and the home is currently undergoing repairs; the organization is working with insurer to establish a timeline for the home to be operational again.
- Dr. Karaguesian is retiring at the end of March 2019; CEO Plummer recognized Dr. Karaguesian for his contributions to HHHS, having provided care in the Haliburton Emergency Department (ED) for over 23 years as well as providing training and support for professional staff and filling the role of and Ed Physician Lead.
- Physician recruitment for the community including primary and emergency care remains a challenge and the process will be supported by a professional recruiter to be hired by Haliburton County. CEO Plummer noted that she, along with Dr. Norm Bottom and Kimberly Robinson, will participate with Haliburton County staff on the interview panel for this role.

- Accreditation Survey has been successfully deferred from May 2019 to December 2019 following the Highland Wood roof incident. Training inclusive of managers, staff, and 6 board members is scheduled to take place on March 29, with another session planned for May, to help prepare the organization for the process.
- Many training opportunities are being offered to staff across the organization and include cardiac training and behavioural support (BSO).
- Community Programs has hired Mental Health Manager, Beverlee Groves-Foley, who comes with extensive experience managing mental health services.
- The youth wellness hub partnership with various providers including Point In Time is well underway, with a grand opening being planned for late spring.
- Numerous infrastructure projects are underway including temperature control of IT equipment server rooms at each site and well remediation.
- Purchases of new equipment is being made possible by the Minden Health Care Auxiliary, the Haliburton Hospital Auxiliary and the Haliburton Highlands Health Services Foundation; CEO Plummer expressed appreciation for the fundraising efforts and support received by these organizations, as well as the generosity of the community. She noted that a full report of equipment purchased in 2018-19 would be available at the next Board meeting.

7.0 OLD BUSINESS / STANDING AGENDA ITEMS

No items.

8.0 NEW BUSINESS

No items.

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 another successful year which included funding the purchase of telemedicine and diagnostic equipment. Proceeds from the Heart of the Matter campaign would fund the purchase of new Telemetry equipment and she expressed confidence that the goal will be reached in the new fiscal year. Cash for Care tickets are over 82% sold with five more draws scheduled. Upcoming events included Hike for Hospice which kicks off Canadian Palliative week as well as the 2019 Matt Duchene Charity Golf Classic and the annual summer Radio-Thon. A project is underway to refresh the outgrown donor wall spaces with a digital design that would continue to pay tribute to donors as well as feature community stories. HHHSF continues to partner with Morgan Burke of the Birds and the Bees and it was reported that she was recently recognized for her achievements and received an Ontario Junior Citizen Award.

9.2 Minden Health Care Auxiliary

On behalf of the Minden Health Care Auxiliary, Marie Lennard reported that the Feasting in the Highlands raffle has launched with gift certificates to local restaurants and tickets available now in the gift shops, a live theater production event is being investigated and the 2nd annual Christmas luncheon was planned for fireplace lounge in Minden. The Auxiliary's work has supported the purchase of many pieces of equipment including with the most recent being a neonatal warmer and blankets.

9.3 Haliburton Hospital Auxiliary

On behalf the Haliburton Hospital Auxiliary Jacqui Clarkson reported that HHHS was able to repair equipment that the Auxiliary previously committed to funding and that those funds would be re-directed to the purchase of vital sign monitors, a patient lift, and three more beds for a total of five. The annual tea event is scheduled for May 4th and the Wheelbarrow of Wine raffle tickets are now available. The Auxiliary received permission to set up a table to sell items from the gift shop at the upcoming Home Show in Haliburton. The annual Tag Day is planned for July and the International Dinner event is planned for October.

10.0 PUBLIC QUESTION PERIOD

11.0 OTHER MATTERS

11.1 ADJOURNMENT AND NEXT MEETING: The next meeting of the Board is to be held on May 23, 2019 at the Haliburton site.

MOTION: Moved by Dorothy Owens, seconded by Dave Bonham
THAT the meeting adjourn at 4:22 p.m.

Carried

Jeff Gollob, Board Chair

ACTION ITEMS / FOLLOW-UP FROM BOARD MEETINGS

Source	Description	Responsibility	Completion