

REGULAR OPEN MEETING of the BOARD OF DIRECTORS

Thursday, November 23, 2023 / 2:00 pm / HHHS Haliburton Boardroom and via Zoom
(Education 1:30 – 2 pm – Capital Campaign)

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

1. **CALL TO ORDER**

David O'Brien, Chair, called the (Open) meeting to order at 2:10 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.

John Herald/Don Pierson, **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 October 26, 2023 be approved as circulated.

2.2 **MOTION:** That the draft minutes of the Quality Committee be received.

2.3 **MOTION:** That the draft minutes of the Finance, Resources & Audit Committee be received.

2.4 **MOTION:** That the Legislative Attestation be received.

2.5 **MOTION:** That the draft minutes of the Governance and Planning Committee be received.

2.6 **MOTION:** That the Communications, Employee Experience, & Public Relations Biannual Report 2023 be received.

Thereafter, there was a

MOTION: THAT the Board of Directors approves motions 1 through 6 on the (Open) Consent Agenda for November 23, 2023 as presented.

Irene Odell/Mark Bell, **CARRIED.**

3. BOARD BUSINESS – QUALITY COMMITTEE

3.1 Chair’s Remarks - Committee Chair, Jane Adams, gave a brief report on the Quality Committee meeting held November 15, 2023, identifying the progress made on the Quality Improvement Plan (QIP) and the various metrics which were presented. It was also reported that the Emergency Department Pay For Results (EDP4R) would commence December 1st, 2023.

3.2 Quality and Patient Safety Report – CNE Jen Burns-West reported on the QIP, highlighting the trends in depression screening on the first visit. It was noted that a change to Epic was now forcing function on the depression screening tool. It was also noted that Dr Robert Drury would be assisting HHS by performing a “mock tracer” for Accreditation, and would focus on governance and leadership, inpatient services, emergency and medication, and emergency and disaster management. Dr. Drury would be presenting to the Board in April 2024. The Trillium Gift of Life program, which is new to HHS, was reviewed as well as the EDP4R program which provides financial incentives based on six metrics measured in the Emergency Department.

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 November 14, 2023. CFO and VP of Support Services, Darlene Moore, was congratulated on her impending retirement and thanked for her professionalism, knowledge of healthcare finances and her dedication. Furthermore, it was reported that HHS is facing significant financial challenges, however, has made good progress on replacing agency staff with permanent staff and is looking for ways to be more efficient. Being forced to choose between the option of closing the doors or continuing to incur debt, the deficit will continue to grow. The Interim CEO and Board Chair were commended for their strong advocacy for a structural base funding increase.

4.2 Financial Statements – Interim CEO Nelson provided an update on the recent Finance, Resources and Audit Committee meeting reviewing the balance sheet, the profit and loss statement, and the cashflow forecast. The budget has been negatively impacted by ongoing Bill 124 payouts and the higher cost of supplies and medications. The usage of agency support has decreased dramatically. It was reported that the Ontario Hospital Association (OHA) was focusing on advocacy for small, rural and northern hospitals. In addition, the Ministry of Health, Ontario Health as well as the Negotiations Branch are all aware of the precarious status of HHS and are working with HHS to improve the situation. It was announced that Interim Chief Financial Officer (Martin Mazza) would be joining HHS commencing on Monday November 27th.

MOTION: THAT the Board of Directors approve the Q2 financial statements.

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

MOTION: THAT the Board of Directors receive the annual forecast.

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

5. BOARD BUSINESS – GOVERNANCE AND PLANNING COMMITTEE

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5.1 Chair's Remarks – Committee Chair, Mark Bell, reported that the Governance and Planning Committee had established a work plan for this year which includes a review of the HHHS by-laws with the goal of aligning them with new legislation, in particular, the *Ontario Not for Profit Corporation Act*.

5.2 Policy Review – Various policies had been reviewed by the Governance and Planning Committee with the following recommendations:

MOTION: *THAT the Board of Directors approve the Terms of Reference for the Fiscal Advisory Committee TOR.ADM.34803.*

Kurtis Bishop/Irene Odell, CARRIED.

MOTION: *THAT the Board of Directors approve the Terms of Reference for the Nominating Committee TOR.ADM.34829*

Jane Adams/Don Pierson, CARRIED.

MOTION: *THAT the Board of Directors approve the Communications, Social Media Policy POL.ADM.21206 and the Communications, Media Relations Policy POL.ADM.34997; and archive Board Policy 10: External Communications.*

Kurtis Bishop/Mark Bishop, CARRIED.

MOTION: *THAT the Board of Directors approve the Board of Directors, Attendance Requirements Policy POL.GOV.34773. updating policy 3*

Irene Odell/John Herald, CARRIED.

MOTION: *THAT the Board of Directors approve the proposed Donor Recognition and Naming Policy POL.GOV.34520.*

Kurtis Bishop/Don Pierson, CARRIED.

MOTION: *THAT the Board of Directors approve the updated Whistleblower Policy POL.ALL.26859.*

Diana McNiven/Mark Bell, 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 K. Hay reviewed the items referenced in his report highlighting that the Medical Advisory Committee had recently met and received education on Medical Assistance in Dying (MAiD) and confirmed that how patient transfers occur between HHHS and RMH and PRHC was clarified. It was also reported that a welcome package was being prepared for new physicians, and it would clarify the hand-off procedure between physicians.

MOTION: *That the Board of Directors receives the Report of the Chief of Staff for November, 2023.*

Kurtis Bishop/John Herald, CARRIED.

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6.2 Report of the Interim President & CEO – The Report of the Interim President & CEO was pre-circulated and in addition, it was reported that Peterborough Public Health Unit (PPH) and Haliburton Kawartha Pine Ridge District Health Unit (HKPR) are considering a merger. Further information would be forthcoming. It was also noted that five suites in Highland Wood were scheduled to have the flooring replaced and the paint freshened through IPAC funding. Also noted was an upcoming annual review meeting with HIROC which includes a focus on cybersecurity and other risks to the organization.

Following an opportunity for discussion, there was a

MOTION: That the Board of Directors receives the Report of the Interim President & CEO for November 23, 2023.

Irene Odell/Diana McNiven, **CARRIED.**

Secretary's Note: Following the meeting, Dr. Natalie Bocking, Medical Officer of Health and Chief Executive Officer of the Haliburton Kawartha Pine Ridge District Health Unit provided the following update:

In August 2023, the province announced "strengthening public health" which has 3 pillars: 1) a review of the Ontario Public Health Standards, 2) voluntary health unit mergers, 3) review of the funding formula for local public health. This announcement has triggered a number of conversations across the province between neighbouring public health units.

The Boards of Health for HKPR and PPH are currently exploring what a potential voluntary merger could look like and what the implications would be. Consultants have been hired to do a due diligence assessment and identify positive and negative implications. The exploration conversations are being guided by a joint board of health merger exploration working group. The intention is that the reports from the consultants will go back to the full boards of health in February 2024 and that each board of health will make their decision of whether to merge at that time.

Cecil Ryall is the Haliburton County Council rep on the HKPRDHU Board of Health and he is participating on the Joint Board Of Health Merger Exploration Working Group.

6.3 Report of the President of the Minden Health Care Auxiliary – The President of the Minden Health Care Auxiliary (MHCA), Gail Simon, reported that there were not enough volunteers to staff the Haliburton Gift Shop or help in Highland Wood. She offered to call past members of the Haliburton Auxiliary to see if she would get some volunteers. Regarding a concern expressed by members of the MHCA, it was confirmed that MHCA could designate their donations to Community Support Services.

6.4 Report of Haliburton Highlands Health Services Foundation – The Executive Director, Melanie Klodt Wong, shared that Haliburton County had indicated their financial support for the Diagnostic Imaging Campaign and would donate at the new Luminary Level (\$1M). Although it was early in the campaign, donations were already flowing in. It was also reported that a retired CPA had joined the Board as Treasurer. The *Believe in the Magic of Giving* Campaign had launched and there would be two 50/50 lottery draws per month through to the end of December.

7. **OTHER BUSINESS**

7.1 Master Planning – A draft Terms of Reference for the Master Planning/Master Programming

Steering Committee was reviewed.

MOTION: THAT the Board approve the Terms of Reference for the Master Planning Steering Committee.

Kurtis Bishop/Charlotte Snider, **CARRIED.**

Interim CEO Nelson provided a high-level summary of master programming, gathering various data sets to forecast and guide the needs of the hospital in collaboration with regional hospital partners. Following the collection and analysis of the collected data, master planners fit the information gathered into a building or buildings. Having a Master Plan is mandated by the Ministry of Health. It was noted that this is a very lengthy process and HHHS is at the preliminary pre-capital stage. Each stage along the way must be endorsed by Ontario Health and approved by the Ministry of Health. At this very early stage, the goal is to obtain funding to help with the planning process, looking forward to HHHS providing services to meet the needs of the community now and in the future. All options were reviewed, keeping in mind that they were very preliminary and will be modified many times throughout the process. Although not mandated by the Ministry, the Board agreed that key stakeholders be consulted before the first submission takes place in January.

MOTION: THAT the Board base the Stage 1.1 Pre-Capital Form preliminarily on Option 2 and include input from key stakeholders prior to submission, noting that as planning progresses further information will evolve the proposal at each progressive stage.

Moved by John Herald, seconded by Diana McNiven, **CARRIED.**

7.2 Goals and Objectives – Referring to a pre-circulated chart outlining the annual goals and objectives for HHHS, Interim CEO Nelson reported that the management team were being educated and encouraged on setting and implementing their departmental annual goals aligned with the new strategic plan. Corporate goals and targets were described, with questions clarified on the standards of measurement for improving work life culture.

7.3 Updated Work Plan – The Board’s work plan was reviewed and there was agreement that good progress was being made.

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

On a motion by Ted Parent, the Open meeting adjourned at 3:13 pm and the Board moved into its Closed meeting.

Chair

Secretary

Date