

Perth and Smiths Falls District Hospital

Board of Directors Meeting
Tuesday, November 22, 2022
Via Videoconference @ 7:30 a.m.

PRESENT: G. Church, Chair, K. Clupp, M. Cohen, K. Fair, J. Hewitt, B. Hirst, Dr. W. Hollis, Dr. A. Kuchinad, Dr. M. Roberts, M. Quigg, D. Thomson, Dr. Morell and A. Thomlinson

REGRETS: K. Weekes, E. McPherson and S. Pankow

IN ATTENDANCE: D. Hodgins, VP, Finance & Support Services, B. Smith, VP Patient Care Services, K. Kelly, Marketing & Communications Specialist, M. Hallam, Executive Director, PSFDH Foundation, D. Quinn, President, GWM Auxiliary, G. Laws, ED, Lanark County Mental Health, H. Bedor, ED, Lanark County Support Services, C. Rustan, Recording Secretary

1. Call to Order – G. Church

G. Church, Chair, called the meeting to order at 7:33 a.m.

2. Chair's Remarks – G. Church

G. Church welcomed everyone to the meeting.

G. Church informed the Board that L. Drynan has resigned from the Board. In the interim Dr. W. Hollis has stepped in as Vice-Chair of the Board of Directors Committee and Chair of the Board Quality Committee.

3. Patient & Family Centred Care – B. Smith

M. Cohen welcomed B. Smith, VP of Patient Care Services and provided the Board with a brief summary of B. Smith's background.

B. Smith shared a patient story that occurred on the GWM site. The patient was moved multiple times within the facility and as a result the patient's hearing aids were misplaced.

B. Smith shared that the following improvements are being made as a result of this patient experience:

- Continue education for Nursing
- Look at the admission process for documenting patient belongings (Inclusion of an SBAR - Situation, Background, Assessment and Recommendations)
- Reducing the number of times that a patient is moved within the organization

The patient's hearing aids were located and the family was extremely grateful.

Discussion ensued regarding co-payments and it was noted that the amount can be adjusted for ALCs admitted to the hospital and that adjustment can be made based on their Notice of Assessment.

D. Thomson suggested using the patient's whiteboard to indicate whether the patient has any personal belongings on site. I.e. Glasses, hearing aids and etc...

4. Declaration of Conflict of Interest – G. Church

Members were asked to declare a conflict at any point during the meeting.

5. Approval of Agendas – G. Church

**5.1 Regular Meeting Agenda
Regular Meeting**

RESOLUTION No. 123/22

*MOVED by K. Clupp
SECONDED by Dr. W. Hollis*

THAT the regular meeting agenda was approved as presented.

CARRIED.

5.2 Consent Agenda

RESOLUTION No. 124/22

MOVED by K. Clupp

SECONDED by A. Thomlinson

THAT the consent meeting agenda was approved as presented.

CARRIED.

i) PSFDH Board of Directors Minutes – October 25, 2022

RESOLUTION No. 125/22

MOVED by J. Hewitt

SECONDED by K. Clupp

THAT the consent meeting agenda was approved as presented.

CARRIED.

6. Foundation & Auxiliaries

a. PSFDH Foundation – M. Hallam

M. Hallam provided the following updates and highlights:

- The Foundation Board met on November 16th, 2022
- The summer campaign reached the \$250,000 goal and the cheque has been received
- The CP Women's open received two LPGA awards. One being the best Community and Charity engagement and the PSFDH activation family zone.
- The campaign for the MRI has been pushed to January
- The Foundation is just shy of \$600,000 in order to meet the 2.2M commitment
- Giving Tuesday is coming up and the main focus will be on obtaining ER stretchers
- The Foundation is working with CAS and the OPP with regards to the Angel Tree program
- The monthly 50/50 draws have brought in \$48, 851 net to date
- The Foundation has been awarded a lottery license to continue the 50/50 draws into 2023
- The public skating event has been rescheduled to February
- There will be a local company coming onsite to look at providing elevator wraps
- Upcoming events 2023 – Family Fun Day in May, Golf Tournament (June 16th) and a Fall Gala.
- All three Smiths Falls Tim Horton's locations have chosen PSFDH again for the Spring Smile Cookie Campaign.
- M. Hallam shared that the Dr. Drummond article has brought in a record number of unsolicited donations.

b. GWM Auxiliary – D. Quinn

The Auxiliary is back on the GWM site and the volunteers are happy to be back on site. The executive meeting was deferred from last week.

M. Cohen shared that the Gift Shop has not reopened on the Smiths Falls site.

7. Education

7.1 3SO Background & Future – P. McCauley, 3SO CEO & A. Van Herpt

P. McCauley, 3SO CEO and A. Van Herpt provided a PowerPoint presentation on the ongoing supply chain issues. P. McCauley and A. Van Herpt outlined the contributing factors and ongoing issues that have lead to these shortages.

8. Action Items

8.1 Leadership Report – M. Cohen

M. Cohen's report was provided in the Board of Directors package and highlighted the following items:

- Screeners have been removed from the main entrances at both sites.
- Volunteers are back on site to assist patients
- Staffing has been improving gradually
- Agency nursing is still being utilized as there are 15-16 maternity leaves on the In-Patient unit.
- PSFDH is prepared to take on patients from other hospitals who need beds to care for the influx of pediatric patients.
- The Children's Christmas party has been cancelled to not contribute to the ongoing viruses

RESOLUTION No.126/22

MOVED by K. Clupp

SECONDED by J. Hewitt

THAT the PSFDH Board of Directors accepts the Leadership Report as presented.

CARRIED.

8.2 Chief of Staff Report – Dr. T. Morell:

Dr. Morell shared the following information with the Board of Directors:

- Continuing to recruit for a second Urologist. The original candidate chose a job closer to home
- Dr. Stolee will be stepping down from her role as the Lumeo Champion on December 1st.
M. Cohen and Dr. Morell discussed a potential replacement for this role.
- A decision was made at MAC to add hospitalist onto the MAC. The position will be non voting, as you need to be an active staff member to vote and hospitalists are considered Courtesy staff.

RESOLUTION No.127/22

MOVED by M. Quigg

SECONDED by K. Clupp

THAT the PSFDH Board of Directors accepts the Chief of Staff Report as presented.

CARRIED.

8.3 Medical Staff Association

Dr. Roberts shared the following updates:

- Medical Staff met last week
- Dr. Kuchinad and Dr. Roberts will continue with their current roles as the initial replacement has had to decline the opportunity at this time
- Staff remain stressed with what the winter months may bring in terms of illnesses
- Supply chain and staffing shortages continue

8.4 Governance Committee Items

a) Governance Policy – 2.10 Orientation & Board Evaluation

b) Governance Policy – 2.18 Board Recruitment

J. Hewitt, the Governance Committee reviewed the two policies noted above.

RESOLUTION No.128/22

MOVED by J. Hewitt
SECONDED by K. Clupp

THAT the PSFDH Board of Directors accepts the two policies as presented that were addressed above.

CARRIED.

9. Sponsored Organizations

9.1 LCMH – Board Report

G. Laws report was added to the portal and the following highlights were noted:

- The step care model design is changing from silos to multi-disciplinary teams which will significantly reduce wait times as the care will be based on the step that the client is on.
- LCMH is moving to a digitalized system which consists of an e-referral platform
- LCMH will be rebranding and will obtain consultations from the community to get their perspectives
- The Access Coordinator is operating
- System integration with LLG and OHT
- LCMH is working on developing a partnership piece
- LLG Addictions and Mental Health has received 1.1 Million to assist with withdrawal management

9.2 LCSS – Board Report

H. Bedor shared the following updates:

- There have been significant changes within the congregate care setting
- There have been small gains made in regards to recruitment strategies
- The ministry continues to focus on housing in the LCSS sector
- The ministry has created a position to help support planning in the LCSS sector
- The ministries multi-residential target has been reduced to four for the East region and LCSS sees between 20 to 30
- LCSS is looking at ways to expand their partnership

10. New Business

Nil.

11. Business Arising from Minutes

11.1 Strategic Plan – Draft Mission Statement – K. Kelly and M. Hallam

K. Kelly shared her presentation.

Discussion ensued regarding the term “Rideau Tay” and how it speaks to our geographical area, but it may not speak to our patient community or population. It was determined that Rideau Tay comes across as exclusive and rather confusing to some individuals.

G. Laws and H. Bedor shared that using the term patient excludes their services as they serve a broad area and often refer to their patient’s as clients.

The Committee was in agreement to be as generic as possible by replacing Rideau Tay with “Our Community”. B. Hirst explained that leaving it generic also ensures that if you expand or contract the geographical area you would not need to revamp the statement at a later date.

11.2 Follow-up on Urgent Care Centre

M. Cohen met with Dr. Kuchinad, the Chief of ED and other physicians.

B. Smith shared his experience with developing an Urgent Care Centre. B. Smith shared that the Urgent Care Centre did not alleviate the ED volumes, however those patients who did not have a family physician ramped up the Urgent Care volumes.

M. Cohen shared that an Urgent Care Centre may not solve the current issue, so the meeting was changed to focus efforts on what strategies does PSFDH need to take in order to improve our Emergency Department. The main priority of the hospital is capacity and improving the flow in the Emergency Department.

M. Cohen and his team will be completing a business case to look at a fast track model to help ease the burden and improve the flow in the ED.

Dr. W. Hollis inquired if PSFDH has considered collaborating or partnering with someone who can offer an Urgent Care Centre. M. Cohen shared that the OHT does not have the authority or accountability to act on something like this and the Hub in Smiths Falls is focused on their expansion.

Dr. W. Hollis would like to see an SBAR brought forward on the fast track system.

J. Hewitt requested that this item stay on the agenda as he would like to explore more of an advocacy role for the board.

12. Board Committee Reports

12.1 Finance Committee – November 17, 2022

12.1.1 Committee Report

K. Clupp shared that following items:

- Staffing agencies are being utilized which continues to utilize a significant amount of funds
- The variance budget is still unfavourable and D. Hodgins continues to monitor this
- D. Hodgins is hoping to receive funds for HIRF and ALC improvements
- The current ratio is .54, which is below the .8 target
- The capital budget is being worked on and it is based on a prioritization process
- The Capital Planning Sub Committee will meet again in two weeks

D. Hodgins shared that the capital budget investments will be coming forward in January for support from the Board. The LCMH, LCSS and Hospital draft submissions are due in a few weeks and the draft 2023/2024 operating budget will also be brought to Finance and the Board in January.

12.1.2 Financial Statements and Notes

The financial statements and notes were provided in the package.

12.1.3 2023/2024 Operating Budget Approach

The 2023/2024 Operating Budget Approach was included in the package.

12.2 Governance Committee

12.2.1 Governance Committee Report – November 15, 2022

The Governance report was included in the package.

- J. Hewitt recommended that the Board of Directors take a moment to review the attached OHA document: Understanding Your Legal Accountabilities
- The New Board Member Orientation is scheduled to take place in the next few weeks.
- As the committee reviews documents, the reference to Executive Committee is being replaced with Governance

12.3 Liaison Committee

12.3.1 Liaison Committee Report – November 18, 2022

A. Thomlinson left the meeting earlier and there were no questions raised regarding the Liaison Committee report.

G. Church suggested rearranging the agenda schedule to move the committee reports up.

13. Closed Session

RESOLUTION No.129/22

MOVED by Dr. W. Hollis
SECONDED by J. Hewitt

THAT the PSFDH Board of Directors moved to a closed session at 9:04am.

CARRIED.

Note: Resolution 130/22, 131/22, 132/22, 133/22, 134/22 were moved and approved during closed session.

Closed Session Resolutions:

Chief of Staff Report - Professional Staff Appointments/Reappointments

RESOLUTION No. 132/22
MOVED by Dr. Morell
SECONDED by K. Clupp

THAT the PSFDH Board of Directors accepts the privileges that were discussed in closed session.

CARRIED.

Board Vacancies - By-law amendment

RESOLUTION No. 133/22
MOVED by J. Hewitt
SECONDED by Dr. W. Hollis

THAT the PSFDH Board of Directors moves to amend the board by-laws to allow 11 independent directors instead of 10.

CARRIED.

Board Vacancies - Appointment of three new board members

RESOLUTION No. 134/22
MOVED by J. Hewitt
SECONDED by K. Clupp

THAT the PSFDH Board of Directors moves to appoint the following three new members to the Board of Directors effective immediately.

- *Cait Maloney*
- *Isobel Boyle*
- *Richard Schooley*

CARRIED.

RESOLUTION No. 135/22

MOVED by B. Hirst
SECONDED by K. Clupp

THAT the PSFDH Board of Directors moved out of the closed session at 9:12 a.m.

CARRIED.

14. Standing Items

Nil.

15. Information Items

- Board, Bonding and Bowling event will take place next week (December 1st).
- The foundation skating event has been cancelled.

16. Next Meeting Date

Tuesday, January 24th, 2023, via videoconference at 7:30 a.m.

17. Closed Session No.2
RESOLUTION No. 136/22

MOVED by J. Hewitt
SECONDED by K. Clupp

THAT the PSFDH Board of Directors move to a closed session (No.2) at 9:22am.

CARRIED.

RESOLUTION No. 137/22

MOVED by J. Hewitt
SECONDED by K. Clupp

THAT the PSFDH Board of Directors move out of the closed session (No.2) at 9:40am.

CARRIED.

18. Adjournment

RESOLUTION No. 136/22

MOVED by J. Hewitt
SECONDED by K. Clupp

THAT the November 22nd, 2022 Perth and Smiths Falls District Hospital Board of Directors' meeting adjourned at 9:41 a.m.

CARRIED.



G. Church, Chair



M. Cohen, Secretary