

Perth and Smiths Falls District Hospital
Board of Directors Meeting
Tuesday, April 26, 2022
Via Videoconference @ 7:30 a.m.

PRESENT: S. Bird, G. Church, K. Clupp, M. Cohen, J. Fenik, J. Hewitt, B. Hirst, *Dr. W. Hollis, Acting Chair*, S. Pankow, M. Quigg, Dr. M. Roberts, N. Shaw, Dr. K. Stolee, Dr. K. Wickens

REGRETS: C. Dolgowicz, L. Drynan, Dr. A. Kuchinad, A. Thomlinson

IN ATTENDANCE: D. Hodgins, VP, Finance & Support Services, K. Kelly, Recording Secretary, M. Hallam, Executive Director, PSFDH Foundation, M. Young, President, D. Quinn, GWM Auxiliary, G. Laws, ED, Lanark County Mental Health, H. Bedor, ED, Lanark County Support Services

1. Call to Order – Dr. W. Hollis, Acting Chair

Dr. W. Hollis, Acting Chair, called the meeting to order at 7:30 a.m.

2. Chair's Remarks – Dr. W. Hollis

No specific remarks.

3. Patient & Family Centred Care – N. Shaw

N. Shaw shared a patient and family journey related to mental health and the challenges that the patient and family endure. She noted that the letter provides the patient/family perspective on what families experience in an effort to receive the right help. The concerns have been discussed with members of the leadership group to understand the family's position. She noted that the concerns raised connect with the recent Board of Directors strategic plan discussion.

Dr. W. Hollis requested that updates on this matter be brought back for the board information and education. N. Shaw indicated that PSFDH will also consider the legal aspects and how to best help and support the person and family.

4. Declaration of Conflict of Interest – Dr. W. Hollis

Dr. W. Hollis reminded members to declare a conflict at any point during the meeting.

5. Approval of Agendas – Dr. W. Hollis

a) Regular Meeting and Consent Agendas

Regular Meeting

RESOLUTION No. 49/22

MOVED by S. Bird

SECONDED by S. Pankow

THAT the regular meeting (and consent) agenda was approved as presented with the addition of New Business Item 10.2, "Request for Temporary Leave from Board of Directors" – Dr. W. Hollis.

CARRIED.

6. Foundation & Auxiliaries

a) PSFDH Foundation – M. Hallam

M. Hallam provided the following updates and highlights:

- donor retention up to 46% from 43% and 290 donors returned (from not having donated the previous year) and there are 682 new donors. The peak donation months are June to December.
- A June mail-out will be issued with an appeal for cardiac care. PSFDH Foundation is a partner for the upcoming CP Open Golf Tournament where each dollar raised will be matched by CP Rail until the end of August 2022. There is a potential to raise up to \$500,000 (all for cardiac care).
- PSFDH Foundation golf tournament is Friday, August 12, 2022 and there is a request for volunteers if you will not be golfing.
- PSFDH Foundation's Nominating Committee is recruiting three board positions. Dr. K. Wickens has, Foundation Chair, has announced her resignation from the Foundation Board.

b) GWM Auxiliary – M. Young

M. Young introduced D. Quinn as the incoming President of the GWM Auxiliary. D. Quinn noted that he is retired military and looks forward to working with the community. M. Young reported that the current lease for the off site GWM Gift Shop is ending July 2022 with no further extensions. M. Cohen and M. Young will meet to discuss options.

b) SFCH Auxiliary – J. Staples

No report today.

7. Education – M. Cohen/D. Hodgins

D. Hodgins provided an education session on "Capital Planning." A copy of the presentation will be posted to the Board of Directors portal for information and reference. The Finance Committee received this presentation at their recent meeting and the full slide deck is available on the portal.

Discussion ensued regarding the proposed resolution as presented during the slide presentation. J. Fenik shared his concern with the level of need and the uncertain cash flow. M. Cohen advised that PSFDH cannot privatize any services that are OHIP insured services but noted that there are private health facilities that can offer services such as diagnostics.

The Board will need to consider options to support going forward that are outside of the bank and foundation. J. Fenik remarked that we need to be agile and redefine what we do as a hospital. He noted that challenges can be difficult but they can also provide opportunity for creativity.

G. Church acknowledged the staff for the work and noted that the board has been dealing with this topic for many years. He also noted that the board and hospital will need to consider capital plant issues

M. Hallam thanked the group for the great presentation and noted that there 22 ambassadors for hospital (board table) and it is important to remember that with every dollar, care stays close to home.

D. Hodgins and M. Cohen stated that capital equipment is the responsibility of the hospital and the hospital is exploring all avenues to access capital equipment funding support. D. Hodgins added that traditionally the Ministry does not get involved in equipment replacement, however, there have been programs such as surgical innovation funding and cybersecurity funding that have included capital dollars.

M. Cohen added that any provincially funded expansion would include building, equipment, fit up, etc. however this is not an easy process but may be a strategy to consider.

S. Pankow shared his concerns regarding the large numbers presented and with the possibility of adding more debt. He asked when strategies will be brought back for the board to consider. D. Hodgins noted that the amount is similar but the timing has changed as to when we need it and the organization needs a viable strategy when it comes to debt.

RESOLUTION No. 50/22

MOVED by K. Clupp
SECONDED by B. Hirst

THAT the PSFDH Board of Directors approves the:

1. 2022/23 Capital budget priority #1 categories up to \$15.5M, contingent on approved financing commitments prior to proceeding.
2. Continuation of the MRI and Lumeo projects utilizing core capital campaign and interim debt financing to fulfill the 2022/23 commitments.
3. Development of a strategy for the Capital budget priority #1 categories gap for future PSFDH Board consideration.

CARRIED.

8. Action Items

8.1 Leadership Report – M. Cohen

M. Cohen referred the members to the April 2022 Leadership Report shared in advance of the meeting.

RESOLUTION No. 51/22

MOVED by J. Fenik
SECONDED by S. Pankow

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

CARRIED.

8.2 Chief of Staff Report – Dr. K. Stolee

Dr. K. Stolee provided a verbal report and noted that the last Medical Advisory Committee meeting was chaired by Dr. P. Cunniffe and credentials will be brought forward for review and discussion during the closed session.

8.3 Medical Staff Association (MSA) Report – Dr. M. Roberts

Dr. Roberts provided an update from the Medical Staff Association.

He shared comments on the COVID impacts on staffing specifically to service and morale (burn-out amongst nursing staff.) These items will also impact hospital recruitment and retention. He shared that everyone wants to move forward and beyond the pandemic but it is difficult to see too far ahead with the current pressures. The Board of Directors acknowledged the pressures on the health human resources.

9. Sponsored Organizations

9.1 Lanark County Support Services – H. Bedor

H. Bedor provided a brief report on Lanark County Support Services:

- LCSS plays a part to support the PSFDH Foundation efforts by liking/sharing posts to help elevate the Foundation's online profile.
- The organization struggles with recruitment and it will be hosting job fairs with area colleges.
- LCSS was successful to receive confirmation that the organization can carry forward \$50,000 to the next fiscal year.

9.2 Lanark County Mental Health – G. Laws, ED

G. Laws provided a verbal update on Lanark County Mental Health matters and referenced his current report included in the materials.

He noted that there has been a significant increase in addictions (opioids) in our catchment area. All agencies are experiencing unprecedented service demands and referrals and unfortunately, without new or base funding, the capacity to serve needs will continue to pose challenges.

He confirmed that he is working to realign the organization and noted that the patient story shared is a common story about patients and their families seeking the right supports.

10. New Business

10.1 3rd Annual Beverley McFarlane Awards of Excellence – M. Cohen

The process is underway with the nomination deadline set for Friday, May 13, 2022. Nominations will be brought to May Board meeting; with awards presentation at Annual Meeting.

10.2 Request for Leave of Absence – Dr. W. Hollis/G. Church

G. Church brought advised that it has been determined that C. Dolgowicz has a potential conflict due to her secondment to Ontario Health (per her employer) given her position and role on the PSFDH Board. C. Dolgowicz has advised G. Church of her interest to continue with the board and has requested a leave of absence.

The request was put forward for consideration and if supported, would take immediate effect.

RESOLUTION No. 52/22

MOVED by B. Hirst

SECONDED by K. Clupp

THAT the PSFDH Board of Directors approves the leave of absence requested for Christina Dolgowicz, effectively immediately until the Annual Meeting in June 2023.

CARRIED.

11. Business Arising from Minutes

11.1 Strategic Planning Process Update – M. Cohen

M. Cohen reported that the kick-off session held on Saturday, April 23 was well attended and informative. It is anticipated that the new plan will be finalized by the end of June 2022. Dr. W. Hollis noted that the comments put forward earlier in today's meeting by J. Fenik were also raised at Saturday's session.

11.2 Accreditation Canada Survey – N. Shaw

N. Shaw provided an update on the upcoming survey and noted that the organization has worked hard and is ready for next week's review. She noted the following:

- The updated Ethics Guideline provided in today's materials and is also available on the hospital website. The guide will also be posted to the portal for reference.
- Reviewing, discussing and approving the capital budget is one example of when the board considered the ethics framework. Another example relates to matters requiring approval that fall outside of the regular budget approval budget (resource nurse.)
- There is only one accreditation session for board members next week. All board members are encouraged to participate.
- There will also be a general debriefing on Thursday morning for everyone.

12. Board Committee Reports

12.1 Board Quality Committee – April 14, 2022 – L. Drynan

12.1.1 Committee Report

No formal written report was included in the materials as the last meeting was an education session on Enterprise Risk Management. This presentation is available on the portal.

12.2 Finance Committee – April 21, 2022 – K. Clupp

12.2.1 Committee Report

The Committee Report to the Board was included in the materials. He highlighted:

- The OH East is considering reimbursement for lost revenue and retention of unearned QBP performance funding.
- A 3rd party benchmarking firm has been retained to provide benchmarking data that will be used internally. The work will take place in the spring 2022.
- The external contract for insurance services took effect April 1 and saw the transition to HIROC completed.

12.2.2 CFO Report, Financial Statements – D. Hodgins

The report and financial statements were included for information.

12.3 Liaison Committee – April 8, 2022 – A. Thomlinson

12.3.1 Committee Report

M. Cohen reported that the communications interviews will be held next week. More information to share at upcoming meeting.

13. Closed Session

RESOLUTION No. 53/22

MOVED by G. Church

SECONDED by J. Hewitt

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

CARRIED.

RESOLUTION No. 56/22

MOVED by K. Clupp

SECONDED by S. Bird

THAT the PSFDH Board of Directors moved out of the closed session at 9:10 a.m.

CARRIED.

Note: Resolutions 54/22 and 55/22 were moved and approved during closed session.

Closed Session Resolutions:

Professional Staff Appointments/Reappointments

RESOLUTION No. 57/22

MOVED by J. Hewitt

SECONDED by G. Church

THAT the PSFDH Board of Directors accepts the recommendation of the Chief of Staff and Medical Advisory Committee to approve the requests for appointment and reappointment to the Professional Staff as presented.

CARRIED.

14. **Other Items/Information**

14.1 Strategic Plan Operational Plan – M. Cohen

No further comments to share at this time.

15. **Information Items** – items provided for information.

G. Church highlighted the upcoming Wayne McGarvey Memorial Golf Tournament and encouraged members to participate.

16. **Next Meeting Date**

Regular Meeting: Tuesday, May 24, 2022, via videoconference at 7:30 a.m.

G. Church thanked Dr. W. Hollis for chairing the meeting today and noted that he will also chair the upcoming Accreditation session survey.

17. **Closed Session No. 2**

RESOLUTION No. 58/22

*MOVED by Dr. K. Wickens
SECONDED by K. Clupp*

THAT the PSFDH Board of Directors moved to a closed session (No. 2) at 9:14 a.m.

CARRIED.

RESOLUTION No. 59/22

*MOVED by G. Church
SECONDED by S. Bird*

THAT The PSFDH Board of Directors moved out of the closed session (No. 2) at 9:22 a.m.

CARRIED.

18. **Adjournment**

RESOLUTION No. 60/22

*MOVED by G. Church
SECONDED by K. Clupp*

THAT the April 26, 2022 Perth and Smiths Falls District Hospital Board of Directors' meeting adjourned at 9:23 a.m.

CARRIED.



G. Church, Chair



M. Cohen, Secretary