



# Board Meeting Minutes

January 30, 2023 at 5:30 pm, via Zoom / NDMH Boardroom



## Decision Making Framework

NDMH is committed to ensuring decisions and practices are ethically responsible and align with our vision, mission, values, philosophy and strategic directions. All decision makers should consider issues from an ethics perspective, including their implications of patients/residents and their families, staff and the community. The following questions should be considered for each issue:

- 1 Does the decision put **Patient’s First** by responding respectfully to needs, values and preferences of our patients/residents and their families, our communities and by considering input from our Patient/Resident and Family Advisory Council?
- 2 Does the decision support the pursuit of high-**Quality** care through the adoption of best practices and innovation?
- 3 Does the decision demonstrate **Accountability** by advancing a high-quality patient/resident experience that is socially and fiscally accountable?
- 4 Does the decision demonstrate **Respect** by honoring the uniqueness of each individual and the diversifying natures of our communities?
- 5 Does the decision foster **Compassion, Fairness, Integrity and Teamwork**?

## Agenda

Membership	O	T	V	R	A
Nancy Gladun, Chair	X				
Robert Beatty, Vice Chair	X				
Eric Rutherford, Director				x	
Gordon Mackenzie, Director	x				
Shannon Cormier, Director			x		
Deana Renaud, Director			x		
Vacant					

O: On-site / T: Telecon. / V: Videocon. / R: Regrets / A: Absent

Non-Voting Membership	O	T	V	R	A
Cathy Eady, CEO				x	
Madison Boudreau, CNE	x				
Lauren Gilbert (Haskell), CFO	x				
Shannon Jean, Director, NDFHT	x				
Dr. Ravi Dhaliwal, Chief of Staff	x				
Dr. Doug Scott, FHT Physician Lead					x
Dr. Jonathon Scully, Pres., Prof. Staff	x				
Janice Nicol Vella, EA/Bd Liaison					x
Judy Jean, Interim EA/Bd Liaison	x				

<b>1.0</b>	<p><b>CALL TO ORDER</b> Board Chair, N. Gladun called the meeting to order at 5:36 pm and welcomed those in attendance. A land acknowledgement protocol in recognition of indigenous lands, treaties and peoples was recited.</p>
<b>2.0</b>	<p><b>QUORUM</b> With 5/6 members present, quorum was attained.</p>
<b>2.1</b>	<p><b>CONFLICT OF INTEREST</b> None.</p>
<b>2.2</b>	<p><b>APPROVAL OF AGENDA</b> Moved by - R. Beatty Seconded by - D. Renaud Opposed - None</p> <p><i>“That the agenda for the Board of Directors of Nipigon District Memorial Hospital and the Nipigon District Family Health Team meeting of January 30, 2023 be accepted as presented.”</i> Carried.</p>

<p><b>3.0</b></p>	<p><b>EDUCATION</b></p> <p><b>An Overview of the Fixing Long Term Care Act, 2021</b></p> <p>M. Boudreau, Chief Nursing Executive provided an overview of the new Act and its Regulation. The presentation included:</p> <ul style="list-style-type: none"> <li>• The rationale for the new Act and its Regulation</li> <li>• Highlights of the legislation that pertain to Nipigon Hospital’s Long Term Care Home</li> <li>• What we are exempt from as an ELDCAP facility</li> <li>• Review of what we are compliant with</li> <li>• Review of what is required to ensure compliance with the new legislation</li> <li>• Issuing of Administrative Monetary Penalties (AMPS) by the Ministry</li> </ul> <p>D. Renaud commented on the emergency management and palliative care requirements. These suggestions will be taken into consideration as work continues on the revisions.</p>
<p><b>4.0</b></p>	<p><b>PATIENT STORY</b></p> <p>M. Boudreau shared a story about a group of patients, who seek care for similar health care needs in the ER department.</p> <p>Under the leadership of the Chief Nursing Executive, a Situation Table reviewing the health care profiles of these patients will be initiated in March, 2023. Participation from our ER staff, Family Health Team and the Physician Group is key to the success of this health care improvement initiative.</p> <p>Utilizing our Accreditation Canada and Health Quality Ontario resources, the group will select criteria and establish quality improvements to ensure we meet the health care needs of this patient population.</p> <p>Discussion followed and it was agreed that the group would begin their work with the highest risk cases. D. Renaud provided names of additional partner options.</p> <p>S. Cormier requested an updated from the home care story as per the meeting minutes of October 17, 2022. M. Boudreau stated that all partners are communicating and working together.</p>
<p><b>5.0</b></p>	<p><b>MEETING MINUTES</b></p>
<p><b>5.1</b></p>	<p><b>NDMH Board Minutes - Nov 28, 2022</b></p> <p>Moved by - G. Mackenzie  Seconded by - S. Cormier  Opposed - None</p> <p><i>“That the meeting minutes of November 28, 2022 for the Board of Directors of Nipigon District Memorial Hospital be accepted as presented.”</i> Carried.</p>
<p><b>5.2</b></p>	<p><b>NDFHT Board Minutes - Nov 28, 2022</b></p> <p>Moved by - S. Cornier  Seconded by - D. Renaud  Opposed - None</p> <p><i>“That the meeting minutes of November 28, 2022 for the Board of Directors of Nipigon District Family Health Team be accepted as presented.”</i> Carried.</p>

<p><b>5.3</b></p>	<p><b>Medical Advisory Committee Minutes - Dec 14, 2022</b>  Moved by - R. Beatty  Seconded by - D Renaud  Opposed - None</p> <p><i>“That the meeting minutes of December 14, 2022 for the Medical Advisory Committee be accepted as presented.” Carried.</i></p>
<p><b>5.4</b></p>	<p><b>Medical Advisory Committee Minutes - Jan 11, 2023</b>  Moved by - G. Mackenzie  Seconded by - D. Renaud  Opposed - None</p> <p><i>“That the meeting minutes of January 11, 2023 for the Medical Advisory Committee be accepted as presented.” Carried.</i></p>
<p><b>6.0</b></p>	<p><b>GENERATIVE</b></p>
<p><b>6.1</b></p>	<p><b>Board Chair Report</b>  N. Gladun began her report by thanking the Senior Team for their work in the development of this meeting’s agenda and package.</p> <p>On January 19<sup>th</sup>, 2023 N. Gladun attended a virtual meeting of the Regional Services Council. N. Gladun reports that the Ontario government, in partnership with Ontario Health, has approved two new Ontario Health Teams (OHT) for Northwestern Ontario that will break down barriers in people’s health care to provide connected and more convenient care. These two new OHTs will improve the way people access health care by ensuring they can more easily and seamlessly access the supports and services they need. The new OHTs will also support more connected care between a person’s various providers, which is especially important in meeting meet the unique needs of rural, remote, Indigenous, Francophone and other diverse communities.” The City and District of Thunder Bay is one of these Northwestern Ontario Health Teams and will serve Thunder Bay and surrounding region.</p> <p>At the Regional Services Council health human resources, renewal of the electronic health record and cybersecurity education was provided.</p> <p>Included in the meeting package is a Briefing Note prepared by J. Logozzo, VP Strategy and Regional Transformation and the Board Level Dashboard which reveals an upward trend towards seamless health services.</p> <p>Moved by - R. Beatty  Seconded by - D. Renaud  Opposed - None</p> <p><i>“That the Board Chair report for January 30, 2023, be accepted as presented.” Carried.</i></p> <p>D. Renaud excused herself for the remainder of the meeting.</p>
<p><b>6.2</b></p>	<p><b>Senior Management Report</b>  M. Boudreau, CNE included recent mandatory education that has been completed by registered nursing staff.</p>

The ER is equipped with a LUCAS Chest Compression system, the indications for its use were discussed.

Final submission has been made to the Ministry of Labour in follow up to the October 2020 site visit.

It is with very mixed emotions that the Hospital accept the resignation of our long time Chaplain, L. Rowsell. A special event recognizing the Chaplain's dedication to the patients and residents of Nipigon Hospital will be planned.

The Lab completed a successful accreditation evaluation on Jan 20<sup>th</sup> after a two-day inspection. There were zero major and several minor conformities identified. No corrective action is required and a full report is expected within a week or so. Congratulations to S. Normore and his staff.

Moved by - G. Mackenzie

Seconded by - S. Cormier

Opposed - None

*"That the Senior Management report for January 30, 2023, be accepted as presented."* Carried.

### **6.3 Chief of Staff Report**

Dr. Dhaliwal, COS and Dr. Scully discussed their experiences in dealing with Northern Rural and Recruitment Program in their efforts to secure locum staff.

The physicians shared their experience at a recent Emergency Medicine for Small and Rural Hospitals course. Health care challenges are very similar in Alberta as they are here in Northwestern Ontario. The physicians recommend that registered nursing staff participate in this course when it is next offered.

The physicians engaged in discussion around the shortage of registered nursing staff. Ideas were exchanged and will be considered in the senior team's recruitment efforts, specifically the need for security to ensure staff safety, and the possibility of registered nursing support staff.

Dr. Dhaliwal explained that a "Life or Limb Policy" is used to facilitate timely access and transfer of patients, who are life or limb threatened, to an appropriate level of acute care services for interventions that would improve patient outcomes (loss of life or limb is certain if transfer does not occur within 4 hours). He expressed concern that since October 2022, the Regional has enforced this policy 28 days. When the Regional implements its Life or Limb policy delays in care occur.

The Physician Group is currently made up of a five physician compliment. The possibility of recruiting a sixth physician was discussed. This would require advocacy on the part of the Board and the Townships of the communities we provide health care to. N. Gladun will speak with C. Eady, CEO regarding this.

Moved by - R. Beatty

Seconded by - S. Cormier

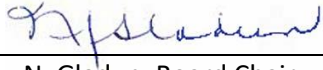
Opposed - None

*"That the Chief of Staff report for January 30, 2023, be accepted as presented."* Carried.

<p><b>6.4</b></p>	<p><b>Executive Director Report</b></p> <p>S. Jean provided and reviewed patient encounters broken down by programs for the month of December 2022.</p> <p>The Executive Director reports that while the Team experiences staffing challenges, those remaining are filling in what would otherwise be health care gaps. The Dietician is providing diabetic foot checks and multiple staff are taking Smoking Cessation training.</p> <p>The RN has attended training at TBRHSC shadowing in spirometry training with the goal of providing spirometry testing in the near future.</p> <p>The FHT is developing a Chronic Obstructive Pulmonary Disease (COPD) program.</p> <p>The Nurse Practitioner and the Mental Health Services Worker will be providing regular visits to the High School.</p> <p>A letter has been received from the Ministry with one time funding for Mental Health support, to be used by March 31. Ideas for the funding were discussed.</p> <p>Moved by - G. Mackenzie  Seconded by - R. Beatty  Opposed - None</p> <p><i>“That the Executive Director report for January 30, 2023, be accepted as presented.”</i> Carried.</p>
<p><b>6.5</b></p>	<p><b>Criminal Record Check (CRC)</b></p> <p>In consultation with three health care facilities in northwestern Ontario, it was learned that two of their Boards require Criminal Records Checks</p> <p>In follow-up to the Board meeting minutes of October 17,2022 - Item 6.9 Fixing Long Term Care Act, After some discussion, it was decided that it would be reasonable to request Criminal Record Checks for any new Board Directors, however, the census was that existing Board Directors would be grandfathered. To ensure our compliance, M. Boudreau will further review the FLTCA to learn about the requirements for Board Directors specifically.</p> <p>In the meantime, a draft Board policy/procedure will be made available for the February Board meeting.</p>
<p><b>6.6</b></p>	<p><b>Recognizing Resigning / Retiring Board Directors</b></p> <p>N. Gladun led the discussion around the most appropriate way to recognize outgoing Board Directors. She suggested acknowledging outgoing Directors by donating on their behalf. Opportunities for donation were discussed and it was decided that an in house donation was most appropriate (long term care, acute, palliative, ER).</p> <p>All agreed that this practice would be an appropriate way to recognize a Board member for their volunteer commitment to the governance of the Hospital. Furthermore, it was suggested that the outgoing Director be publicly acknowledged.</p> <p>N. Gladun will request that the Senior Team meet and identify donation opportunities.</p>

<p><b>6.7</b></p>	<p><b>Board Meeting Day/Time Review</b></p> <p>N. Gladun inquired about the current Board monthly meeting schedule. In particular, whether the last Monday of the month posed any conflicts. The Board Directors reviewed their schedules and, after some discussion it was agreed that future Regular Monthly Board meetings will change to the last Tuesday of the month commencing February, 2023. The Board meeting time will remain unchanged at 5:30 pm.</p> <p>The Board meeting schedule will be revised and provided to the members.</p>
<p><b>7.0</b></p>	<p><b>FIDUCIARY</b></p>
<p><b>7.1</b></p>	<p><b>Service Accountability Agreements Education</b></p> <p>L. Gilbert (Haskell), CFO provided education on the Hospitals Service Accountability Agreements (SAAs). SAAs define accountabilities and performance expectations, and allow Ontario Health to flow funding to health service providers.</p> <p>A focus on pandemic response and the transition of 22 agencies into Ontario Health resulted in the extension of the 2019/20 SAA schedule without adjustments or renegotiations. The system wants to change, but the change has to be mindful and thoughtful. There is a need to balance the practicalities of changing SAAs today, with readiness.</p> <p><u>2023/24 Meaningful Changes</u></p> <p>Meaningful changes Ontario Health would like to make to the 2023/24 SAAs include -</p> <ul style="list-style-type: none"> <li>• Streamlining the supporting processes</li> <li>• Establishing a coordinated and aligned approach for the use of local obligations</li> <li>• Initiating work to refocus the indicators to align with outcomes and strategic goals, both where feasible for 2023/24 and in consideration of future changes</li> <li>• Maintaining the current agreement structure</li> </ul> <p><u>Future Agreements 2024/25 and Beyond</u></p> <ul style="list-style-type: none"> <li>• Transform SAAs to support system transformation in context of the OHTs and other system changes</li> <li>• Consider replacement HSAA/MSAA/LSAA with a single system agreement (integrated SAA)</li> <li>• Work with the MOH on funding strategies and reflect in SAA structure and process</li> <li>• Reflect on best practice opportunities that were not included in the 2023/24 refresh</li> <li>• Implement opportunities for alignment between SAAs and other Transfer Payment Agreements including potential consolidation</li> </ul> <p>L. Gilbert stated that, upon submission of the Hospital Annual Planning Submission (HAPS) and Capital Annual Planning Submission (CAPS) we will await the 2023/24 SAAs to be distributed to Health Service providers from Ontario Health (March 2023).</p>
<p><b>7.2</b></p>	<p><b>Hospital Annual Planning Submission (HAPS)</b></p> <p>L. Gilbert (Haskell) provided the Board with an update on the budget and HAPS for 2023/24. Significant increase in costs were identified.</p> <p>Moved by - R. Beatty  Seconded by - S. Cormier  Opposed - None</p>

	<p><i>“That the Board of Directors approves the submission of a <b>deficit</b> Hospital Annual Planning Submission and budget of \$631.757 for fiscal year 2023/24.”</i> Carried.</p> <p>Ontario Health requires a balanced budget waiver for deficit submission. L. Haskell is waiting for further direction from Ontario Health.</p>
<b>7.3</b>	<p><b>Community Annual Planning Submission (CAPS)</b> L. Gilbert (Haskell) provided the Board with an update on the 2023/24 Multi Sector Accountability Agreement for the Assisted Living Program. The surplus for fiscal year 2022/23 and changes to the program during the pandemic was discussed.</p> <p>Moved by - G. Mackenzie Seconded by - S. Cormier Opposed - None</p> <p><i>“That the Board of Directors approves the submission of a <b>balanced</b> Community Annual Planning Submission budget for fiscal year 2023/24.”</i> Carried.</p>
<b>7.4</b>	<p><b>Board of Directors Terms of Reference</b> The revised Terms of Reference was provided to the Directors and includes the President of the Professional Staff in its membership.</p> <p>Moved by - G. Mackenzie Seconded by - R. Beatty Opposed - None</p> <p><i>“That the Board of Directors Terms of Reference be accepted as presented.”</i> Carried.</p>
<b>8.0</b>	<b>INFORMATION</b>
<b>8.1</b>	<p><b>Correspondence from BLG regarding Indemnity</b> No comments.</p>
<b>9.0</b>	<p><b>IN CAMERA (CLOSED SESSION)</b> <i>“That the Board of Directors moves to its In Camera meeting at 7:46 pm.”</i> Carried.</p>
<b>10.</b>	<p><b>RESUME REGULAR MEETING</b> <b>Report from Closed Session</b></p> <ul style="list-style-type: none"> <li>• Credentialing</li> <li>• Recruitment and Retention</li> </ul>
<b>11.</b>	<p><b>ADJOURNMENT</b> Meeting evaluations will be provided to each Director via email.</p> <p>Moved by - R. Beatty Seconded by - G. Mackenzie Opposed - None</p> <p><i>“That the Board of Directors moves to adjourn its Regular meeting at 8:45 pm.”</i></p>



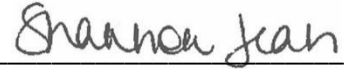
---

N. Gladun, Board Chair



---

C. Eady, Chief Executive Officer



---

S. Jean, Executive Director