



Board of Director's Meeting

Tuesday September 24, 2024

Attendance

Membership	O	T	V	R	A
Jay Lucas, Chair	x				
Deana Renaud, Director	x				
Terri Elliott, Director	x				
Ashley Davis, Director	x				
Suzanne Lynch, Director					x
VACANCY					
VACANCY					

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

Non-Voting Membership	O	T	V	R	A
Shannon Cormier, CEO	x				
Lauren Gilbert, CFO	x				
Kyle Lemieux, CNE	x				
Dr. Ravi Dhaliwal, Chief of Staff	x				
Dr. Jonathon Scully, Pres. Prof. Staff			x		
Judy Jean, Interim EA/Bd Liaison	x				

1.0	<p>CALL TO ORDER</p> <p>J. Lucas called the meeting to order at 4:43 pm and shared a land acknowledgement.</p>
1.1	<p>Quorum</p> <p>Quorum was attained.</p>
1.2	<p>Conflict of Interest</p> <p>None.</p>
1.3	<p>Approval of Agenda</p> <p>Moved by - A. Davis Seconded by - T. Elliott Opposed - None</p> <p><i>"That the agenda for the September 24, 2024 Board Meeting be accepted as amended."</i> Carried.</p>
2.0	<p>PRESENTATION / EDUCATION</p>
2.1	<p>Training Plan</p> <p>S. Cormier has been unsuccessful in securing governance education through the Ontario Hospital Association (OHA).</p> <p>Nipigon Hospital is a member of AdvantAge Ontario, a trusted voice for not-for-profit senior care dedicated to supporting the best possible aging experience. AdvantAge Ontario offers comprehensive online training for LTC Governance and Leadership. Given that NDMH is engaged in a long-term care expansion project, this governance training for 2024/25 will be rooted within a LTC focus. Prior to the next Board meeting everyone will receive information on how to log into the training portal.</p> <p>S. Cormier encouraged the Directors to share any requests for additional educational opportunities.</p>

3.0	AGENDA MATTERS
3.1	<p>Board Meeting Minutes - June 25, 2024, Meeting Minutes</p> <p>Moved by - A. Davis Seconded by - D. Renaud Opposed - None</p> <p><i>"That the Board meeting minutes of June 25, 2024 be accepted as presented." Carried.</i></p>
3.2	<p>Special Board Meeting Minutes - June 25, 2024, Special Meeting Minutes</p> <p>Moved by - D. Renaud Seconded by - T. Elliott Opposed - None</p> <p><i>"That the Special Board meeting minutes following the Annual General Meeting of June 25, 2024 be accepted as presented." Carried.</i></p>
4.0	STANDING AGENDA ITEMS
4.1	<p>Staff / Service Highlights</p> <p>S. Cormier shared the Hospital's celebration of RN Carole Turpin's 44 years of dedicated service and recognition. Many staff were recognized for their outstanding teamwork during a recent event.</p>
4.2	<p>Ontario Health Team Update</p> <p>S. Cormier shared that the Noojmawing Sookatagaing Ontario Health Team continue to meet regularly and that it continues to be an influence and have a voice for small district hospitals in Northwestern Ontario.</p> <p>Concern has been expressed around the end of OHTs in the next election. Despite this concern, money continues to flow through the OHTs and S. Cormier will continue to participate and bring perspective from the Nipigon Hospital, and district overall, so that we are positioned for a share in available opportunities.</p> <p>Most recently, S. Cormier is pleased to announce that the OHT has made a significant contribution towards the Hospital's upcoming echocardiogram service.</p>
5.0	MATTERS FOR DISCUSSION
5.1	<p>Report from the Chief Executive Officer</p> <p>The following Q1 reporting was provided and reviewed. Discussion followed.</p> <p>Q1 - Project Update</p> <p>S. Cormier provided an update on the Hospital's current projects and discussion followed.</p> <ul style="list-style-type: none"> ● Roof Replacement ● Honeywell Energy Project ● Phone System

- Echocardiogram Service
- Long Term Care Expansion

Q1 - 2024-2025 Annual Prioritization (Stabilization, Efficiencies, Capacity Building and RE-Visioning)

S. Cormier highlighted Q1 achievements -

- Board Work Plan

This is a working document to provide a roadmap of clear objectives, tasks and responsibilities. It organizes the work of the Board so that we can manage our work effectively to achieve our goals.

- HUM 02-07, Management and Non-Union Employees Terms and Conditions of Employment

This document is the first of its kind for non-union employees excluding executives.

- OHS 01-01, Occupational Health, Safety and Psychological Wellness Statement

Article 11, Section 11.7(a) of our Corporate By-Law states,

Pursuant to the regulations under the Public Hospitals Act, there shall be an Occupational Health and Safety Program for the corporation, which shall include procedures for -

- *safe and healthy work environment*
- *the safe use of substances, equipment, and medical devices*
- *the prevention of accidents to individuals on the premises; and*
- *the elimination of undue risks and the minimizing of hazards inherent in the corporation environment*

In order to fulfill our fiduciary duty to the Corporation, we look to the Occupational Health and Safety Act which outlines the roles and responsibilities of the employer, supervisor and workers. We also reference the National Standard of Canada for Psychological Health and Safety in the Workplace the first of its kind in the world, is a set of voluntary guidelines, tools and resources intended to guide organizations in promoting mental health and preventing psychological harm at work.

The workplace culture plays an essential part in maintaining positive mental health. that maintains positive mental health where our workers feel productive and are strong contributors to employee wellbeing. The health care sector is a stressful environment that contributes to the rise of mental health problems and illnesses.

As a best practice, this policy should be endorsed by the Board of Directors.

D. Renaud suggested that the Occupational Health, Safety and Psychological Wellness Statement be summarized into a document with more meaningful language as opposed to formal policy based. All Directors agreed and an additional supporting document will be created for employees and signage.

Discussion took place around the efficiency and sustainability of the Red Rock Ambulance Base. The Hospital is required to submit, to the Ministry, a Business Case with information supporting the sale of the property. S. Cormier has completed and submitted the Business Case. A reply is expected within 90 days.

	Overtime and sick time remain concerning.
5.2	<p>Report from the Chief Nursing Executive</p> <p>K. Lemieux provided an overview from Jun 26 to Aug 31.</p> <ul style="list-style-type: none"> • Long Term Care Compliance Readiness • Staffing / Agency Staffing • Assisted Living Program <p>The following Q1 reporting was provided and reviewed. Discussion followed.</p> <p>Q1 - Quality Improvement Plan Progress Q1 - Quality Improvement Dashboard</p> <ul style="list-style-type: none"> • Patient/Resident occurrences of Critical Incidents, Falls and Medication Errors • Employee incidents of workplace violence experienced on Acute, ER, LTC and Other. • ER Wait Times • Satisfaction Survey results (Inpatient Discharge)
5.3	<p>Report from the Chief Financial Officer</p> <p>L. Gilbert provided a Briefing Note to provide the Board with an update on the current financial position of the Hospital.</p> <p>Once the Hospital no longer makes use of agency staff, L. Gilbert stated that from the time that Hospital began contracting agency staff it has paid double time for all overtime worked for RN and RPN staff. Once the Hospital no longer makes use of agency staff, she will notify the unions of the Hospital's intention to return to collective agreement language for overtime at time and one half.</p> <p>L. Gilbert reported that Managers are now receiving a monthly summary of their budgets, including budget, actuals, and variance. This way, managers have a better financial awareness of their actual expenses against their budgets affording them valuable insight into financial trends, projections and decisions.</p> <p>The following Q1 reporting was provided and reviewed. Discussion followed.</p> <p>Q1 - Statement of Financial Position Q1 - Summary by Department Q1 - Summary of Operations</p>
5.4	<p>Report from the Chief of Staff</p> <p>Dr. Dhaliwal provided the meeting minutes of the Medical Advisory Committee for June 12, 2024 and September 11, 2024.</p> <p>Dr. Dhaliwal is pleased to report that the Doctor's Group is at full compliment, with 5 full time physicians (Dr. Dhaliwal, Dr. Scott, Dr. Foulds, Dr. Scully, Dr. Fairservice, and joining at .5 in October Dr. Massei). Dr. Labine is leaving the Doctor's Group but will return to support Dr. Massei.</p>

	<p>Three locum staff have agreed to support the Doctor's Group</p>
5.5	<p>Email Correspondence</p> <p>In an effort to reduce the amount of pre-reading required in preparation for a board meeting, information was sent to the Directors throughout the month of September. This information included:</p> <ul style="list-style-type: none"> • Meeting Calendar (Sep 2024 - Jun 2025) • Staff / Service Highlights • By-Law #3 (approved at June 25, 2024 AGM) • CEO, CNE, and CFO Reports • Q1 2024-2025 Annual Prioritization (Stabilization, Efficiencies, Capacity Building and (RE)Visioning) • Board Work Plan • Regular Meeting Minutes, June 25, 2024 • Special Meeting Minutes (following AGM), June 25, 2024 <p>Directors agreed to continue the meetings on the last Tuesday of the month (excluding July, August and December) at 4:30 - 4:45 pm.</p>
5.6	<p>Hospital Parking Directive Attestation</p> <p>L. Gilbert explained that the Ontario Hospital Parking Directive outlines reporting requirements relating to parking revenues, expenses and how funds generated from parking operations are used by the hospital. As Nipigon Hospital does not charge for its parking, there is no revenue. The attestation will be signed by S. Cormier and returned to Ontario Health.</p>
5.7	<p>Strategic Planning Framework</p> <p>S. Cormier reported that the In-House Listening Tour, hearing from our employees, was the first step in the development of a new strategic plan. The next step is Board involvement in order to identify priorities and establish goals and objectives. Reaching out to our community partners and meeting people where they are at will be a crucial and necessary finale to the planning framework.</p> <p>The Board's goal is to schedule a Strategic Planning workshop within the month of October.</p>
6.0	MATTERS REQUIRING DECISIONS
6.1	<p>Regional Services Council Alternate Representative for NDMH</p> <p>At the January 30, 2024 Board Meeting, J. Lucas agreed to assume the role of NDMH representative for the TBRHSC Regional Services Council. The Council has requested an alternate representative and A. Davis has agreed to be the alternate.</p> <p>J. Logozzo - Vice President, Strategy and Regional Transformation will be notified by email.</p>
6.2	<p>For the Good of the Organization, Open Discussion</p> <p>J. Lucas inquired as to how the Directors felt about receiving reading materials via email in advance of the upcoming Board meeting. Directors agreed that receiving reading material in</p>

	advance of the meeting was beneficial, however, a complete package would be most helpful when at the board table. This will be arranged for the October 2024 meeting.
6.3	<p>Meeting Effectiveness Survey</p> <p>S. Cormier explained that the purpose of a meeting effectiveness survey is to improve meeting quality and process. J. Lucas distributed the effectiveness survey for completion prior to adjourning the meeting.</p>
7.0	<p>IN CAMERA (CLOSED SESSION)</p> <p>Moved by - T. Elliott Seconded by - D. Renaud Opposed - None</p> <p><i>"That the Board of Directors moves to its In Camera meeting at 5:57 pm."</i> Carried.</p> <p>The Board adjourned its In Camera meeting at 7:10 pm, and returned to its Regular meeting.</p>
7.0	<p>RESUME REGULAR MEETING</p> <p>Report from Closed Session</p> <p>J. Lucas provided a summary of the In-Camera meeting.</p> <ul style="list-style-type: none"> • In Camera Meeting Minutes of June 25, 2024 • Special Meeting Minutes of Aug 27, 2024 (to be uploaded to website with permission of Directors) • Credentialing • Critical Incident Reporting • CEO Declaration • CEO/COS Evaluations • Executive Compensation
7.0	<p>ADJOURNMENT</p> <p>Moved by - T. Elliott Seconded by - D. Renaud Opposed - None</p> <p><i>"That the Board of Directors moves to adjourn its meeting at 7:10 pm."</i> Carried.</p>



Jay Lucas,
Board Chair



Shannon Cormier,
President and Chief Executive Officer