



Summary
Board of Directors
January 24, 2023
Prince Edward County Memorial Hospital

**Creating healthier
communities. Together.**

Values in Action Award:

A major winter storm swept across the region Christmas weekend, bringing heavy snow, rain and high winds. Across all four Quinte Health hospitals, our staff and physicians supported our patients, and one another, with tremendous dedication. Prince Edward County was hit particularly hard by the storm. The Quinte Health Board of Directors will express gratitude to the PECMH team through the Values in Action Award.

Respiratory season:

We have experienced a steady decline in influenza cases since late December. This was an early flu season and evidence from the southern hemisphere indicates that we could experience another wave in late February/early March. RSV rates have been stable and we expect to continue seeing new RSV cases until March, although not at the high rates that Ontario experienced in November. While flu cases declined, local COVID rates increased. Our teams are well prepared to manage through this wave and staff illness rates remain relatively low. We strongly encourage all residents to stay current on their COVID vaccinations to help prevent serious illness and hospitalization.

Capacity

Patient visits through the ED have now reached pre-pandemic levels resulting in continued higher acuity of patients presenting for care impacted by higher numbers of unattached patients. We continue to be at 130% of funded occupancy at Quinte Health hospitals, which means we are regularly operating between 15 and 30% higher than planned inpatient volumes.

Successes/innovation:

While Quinte Health will continue to face capacity and health human resource pressures based on the unprecedented demand for hospital services, there are many stories of success and progress through to partnership and innovation including:

- Surgical and Diagnostic wait times have recovered and been sustained above expected targets.
- A 100% success rate for organ donation through the Gift of Life at Quinte Health in the first six months of 22/23.
- We finished 2023 with a net increase of 101 staff on the Quinte Health team with new approaches to both recruitment and retention.
- There are now up to 24 patients receiving restorative care at Quinte Gardens, and 24 acute care beds at TMH, helping more acute patients receive care close to home.
- The rapid opening of Respiratory/Influenza like Illness (ILI) clinics in Belleville and Tweed in partnership with primary care and the Community Health Centres (CHSs).
- Partnership with Alzheimer's Society that includes 1st Link Coordinators working in our emergency departments to support patients with dementia and their care givers.
- Working with partners including Home and Community Care to achieve a 40% reduction in people who are waiting in hospital for a more appropriate care location (ALC patients).

Physician staffing

As highlighted in the Report of the CEO, another example of health partner and municipal collaboration has been the efforts to recruit and retain family physicians to our region. In addition to a continued focus on recruitment efforts, physician staffing challenges has required a range of interventions and changes in order to maintain hospital services. For example, Belleville and Trenton medicine teams are adopting a new model of care which includes nurse practitioners caring for hospital patients that no longer require acute care, onboarding new physician assistants, and changing the way internists and family doctors work together.

Recruitment efforts – BOD

Quinte Health is currently seeking applicants for its volunteer Board of Directors. There has never been a more interesting or more significant time to be involved in local health care governance. With a new, shared purpose of “Creating healthier communities. Together” Quinte Health is building a strong future based on our strengths: our people, excellent care, compassion and strong connections. Quinte Health Board Members have a meaningful role in this journey. Anyone interested can visit www.qhc.on.ca.



Creating healthier communities. Together.

**BOARD OF DIRECTORS
OPEN MEETING**

Tuesday, January 24, 2023

Site: Prince Edward County Memorial Hospital
Meeting Room: Boardroom

Members: Nancy Evans (Chair), Lisa O’Toole (Vice-chair), Gary Hannaford (Treasurer), Patrick Johnston, Tamara Kleinschmidt, Peggy Payne, Ross Rae, Christian Sauvageau, Andrew Fleming, Gary Mitchell, Janet Dalicandro, Stacey Daub (President & Chief Executive Officer), Dr. Colin MacPherson (Chief of Staff) and Lina Rinaldi (Vice President, Chief Nursing Executive)

Leadership: Jeff Hohenkerk, Gina Johar, Susan Rowe, William (Bill) Tottle

Recorder: Sheila Mabee

Time	Item	Agenda Topic	Lead	Reason
3:45	1.0	Call to Order 1.1 Land Acknowledgement 1.2 Approval of Agenda 1.3 Declaration of Conflict of Interest	L. O’Toole	Decision
3:55	2.0	Quinte Health Values in Action Award	C. Sauvageau	Recognition
4:05	3.0	Reports 3.1 Prince Edward County Memorial Hospital Foundation Update	S. Coull	Information
4:20		3.2 Report of the President & CEO	S. Daub	Information
4:30		3.3 Report of the Chief of Staff	C. MacPherson	Information
4:40		3.4 Report of the Chair	L. O’Toole	Information
4:55	4.0	Discussion/Decision 4.1 Quinte Health Priorities: Update	C. Sauvageau	Information
5:10		4.2 Director Recruitment	P. Payne	Discussion
5:20	5.0	Consent 5.1 Minutes – November 22, 2022 5.2 Quality of Patient Care Committee Update 5.2.1 Approval of Medical HR Plans 5.3 Governance, Communications & Strategy Committee Update 5.3.1 Approval of TOR: AR, GCSC, NSC 5.4 Audit and Resources Care Committee Update	L. O’Toole	Decision Information Decision Information Decision Information
5:25	6.0	Adjournment <i>Next Board Meeting: March 28, 2023</i>	L. O’Toole	
5:30 – 5:45	7.0	Media Interviews / Break		

**Quinte Health
Board of Directors Meeting
Tuesday, November 22, 2022**

A meeting of the Board of Directors of Quinte Health was on Tuesday, November 22, 2022 via videoconference. N. Evans chaired the meeting.

Present: Nancy Evans, Chair
Gary Hannaford, Treasurer
Janet Dalicandro
Andrew Fleming
Tamara Kleinschmidt
Patrick Johnston
Peggy Payne
Ross Rae
Christian Sauvageau
Gary Mitchell
Stacey Daub, President & CEO
Dr. Colin MacPherson, Chief of Staff
Lina Rinaldi, Chief Nursing Executive

Regrets: There were regrets from Lisa O'Toole, Vice-chair.

Staff Present: Jeff Hohenkerk
Susan Rowe
Bill Tottle
Gina Johar
Catherine Walker
Sheila Mabee, recorder

1.0 CALL TO ORDER

At 3:15 p.m., N. Evans welcomed everyone, acknowledged members of the media, and called the meeting to order.

1.1 Land Acknowledgement

N. Evans shared a land acknowledgement, recognizing the land on which Quinte Health operates has been a site of human activity for thousands of years and is the traditional territory of the Huron-Wendat, Anishinaabe and Haudenosaunee peoples.

1.2 Approval of Agenda

The agenda was reviewed and approved as circulated.

Motion: *To approve the open session agenda of November 22, 2022.*

Moved by: C. Sauvageau

Seconded by: G. Hannaford

Carried

1.3 Declaration of conflict

Based on the items identified on the agenda, there were no conflicts of interest declared.

2.0 QUINTE HEALTH VALUES IN ACTION AWARD

At the beginning of each Quinte Health Board of Directors meeting, a moment is taken to recognize members of the Quinte Health team. Through the "Values in Action" award, the contributions of team members are highlighted who are exemplifying one or more of Quinte Health's values of: Imagine it's you; Value everyone; We all make a difference; and Stronger together.

P. Payne presented the Values in Action award to Manager, Jennifer Faulkner, who accepted on behalf of the Paediatric team. This is a team in which Quinte Health hospitals are relying on heavily in the current climate. Respiratory illness is running rampant among children, resulting in hospital visits and admissions at far higher rates than normal for this time of year. Managing the paediatric illness being seen in our hospitals has been a team effort, and leading the charge has been our Paediatrics care team.

J. Faulkner was asked to pass on the Board's praises to the entire Paediatrics team, who are working so tirelessly during such a challenging time.

3.0 REPORTS

3.1 Report of the President & CEO

Further to the President & CEO report pre-circulated with the meeting package, S. Daub highlighted the following items:

Issues related to the respiratory illnesses continue to evolve. Those who specialize in infectious diseases, who are usually able to provide pretty good forecasts based on what is occurring in the western hemisphere, are finding they cannot forecast with the typical level of certainty, given the number of respiratory illnesses circulating. Covid continues to be unpredictable and can make a resurgence. The Paeds situation is dynamic and evolving, with the team being adaptable to the situation. A lot has been done both regionally and locally to create coalitions to manage the uncertainty together.

Windows of opportunities continue to be used to advance the new strategy, which is being used as a lens for everything moved forward. There continues to be really good feedback on the new strategy and branding, most recently with the TMHF who are discussing adaption of their branding to align with Quinte Health.

The balanced scorecard now includes a snapshot of progress over time, and progress against that of our peers. We are doing quite well following the Covid shutdowns, more specifically with surgical wait times, having bounced back.

Very productive discussions have occurred at the committee meetings with members taking the learnings from the Board Development Retreat and looking at things from a bigger, high level picture.

3.2 Report of the Chief of Staff

Further to the Chief of Staff report pre-circulated with the meeting package, Dr. MacPherson highlighted the following items:

There continues to be a tension among the staff and medical staff who are managing heavy workloads in addition to anticipation of unpredictability for the coming months. This is creating significant stress and anxiety. Among the stress and anxiety, is also some semblance of excitement in looking at ways to do things differently, using innovate multi-faceted approaches to provide care. Clearly there is an interest to participating in, and finding, solutions. KHSC has expressed their interest in finding regional solutions as well, where suitable.

The feedback on the *Trauma Informed Leadership* education session for administrative and clinical leaders was that of appreciation for the opportunity to get together providing a sense of team and oneness. The subject matter and messaging - addressing stress and the impacts of work on people's psyche, to ensure no one is left alone, consistently validating each other and being encouraging, compassionate – was considered very timely.

3.3 Report of the Chair

N. Evans noted the following updates, in addition to the pre-circulated Chair's report:

Summarizing from governance lens, the two large areas of focus are: the day to day oversight with the tremendous demands (staffing challenges, increased volumes), and undertaking transformative and innovative initiatives to drive efficiencies for both now and into the future.

Historically, there has always been flux in the health system, making peaks such as ‘flu season’ more manageable. What is driving the increased volumes (shortage of primary care providers, delayed care, etc.) is being further compounded as there is no longer this flux in the system to handle the volumes, which at times has been 130 to 140% above capacity. Therefore, the organization is having to work differently and more efficiently, and has raised the urgency of both innovate and transformative initiatives. The human resources team should be celebrated for their amazing results having achieved a net new 80 roles, despite what is now a highly competitive labour market.

For those who were unable to attend the Board Development Retreat, detailed notes were pre-circulated within the supplemental Board package. Productive conversations were held around the governance environment in situations like we now find ourselves in. It is hoped that the momentum of the Retreat conversations will be carried forward to the December Board generative session.

On November 3, 2022, the Quinte Health Board, the Foundation Boards, and the Fund Development Council, gathered together in a joint session to hear from an expert speaker on philanthropy and fundraising - and how this landscape is changing. Foundations and the Quinte Health Board began talking about our collective opportunity within the region.

4.0 DISCUSSION, DECISION ITEMS

4.1 Priorities and Fall Planning Update

C. Sauvageau introduced L. Rinaldi, to provide some highlights to the current priorities fall and winter planning, as Quinte Health continues to keep organizational focus on the short-term priorities of: enhancing access to care, including surgery and diagnostic imaging; and supporting our teams, including stabilizing staffing.

There are a number of internal and external initiatives being undertaken which highlight the continuous and ongoing efforts of collaboration and embody the *stronger together* philosophy, and is in keeping with providing care closer to home.

Locally, our Hastings and Prince Edward community partners are taking impressive action on projects as we look for solutions, and ways in which to divert respiratory and other lower acuity cases, to more appropriate areas other than the ER.

Much work is underway on the communications front to provide consistent messaging between Quinte Health and all of the partners with local municipalities, public health and other partners, with public service announcements (i.e. the importance of keeping vaccines up to date, etc.).

4.2 2023/24 Board Vacancies, Recruitment Mix

J. Dalicandro reported that there are three vacancies for the 2023/24 Board of Directors, including two three-year terms, and one one-year term: P. Johnston will have served his maximum term of nine years on the Board, P. Payne is not seeking another term, and the current vacancy left by the mid-term departure of A. Edwards.

Both G. Hannaford and A. Fleming are eligible for another term, and wish to have their names added to the nominations slate for 2023/24.

Motion: ***That the Board approves Gary Hannaford and Andrew Fleming be added to the nominations slate for the 2023/24 Board of Directors, to be approved at the annual meeting.***

Moved by: J. Dalicandro

Seconded by: P. Payne

Carried

The Governance, Communications and Strategy Committee have discussed, and are recommending that the Nominations Sub-Committee align Board recruitment with recruitment activities for Community representatives on Committees (five members). Recruitment activities should seek

individuals with skillset and or experience in: financial literacy at the “skilled” level, with other high priority areas identified as community leadership/connections transformation, and or digital transformation. Marketing and recruitment efforts would draw from Hastings County and ensure the diverse population served by Quinte Health are reflected.

Motion: *That the Board directs the Nominations Sub-Committee to undertake a process to recommend three additional candidates for the Board, and five candidates for community members on Board Committees. The selection process should put emphasis on candidates with the following skills and experience:*

- 1. Prior governance experience, preferably with a complex organization, and a basic financial literacy skill set;*
- 2. Skilled financial literacy, including an accounting designation;*
- 3. Community leadership; and or*
- 4. Digital transformation.*

Marketing and recruitment efforts should seek applicants from Hastings County, and help ensure the Board reflects the diverse population served by Quinte Health.

Moved by: J. Dalicandro
Seconded by: P. Johnston
Carried

5.0 CONSENT AGENDA

Approval of the following items, was included within the consent agenda:

5.1 **Minutes – September 27, 2022**

Motion: *That the Board of Directors approves the minutes of the previous meeting dated September 27, 2022.*

5.2 **Quality of Patient Care Committee Update**

5.3 **Governance, Communications and Strategy Committee Update**

5.3.1 Approve Draft 2022/23 Board Work Plan

Motion: *That the Board of Directors approve the Draft 2022/23 Board Work Plan.*

5.3.2 Approve Board Policy Update to I-2

Motion: *That the Board of Directors approve the updated policy I-2 Strategic Planning, as recommended by the Governance, Communications and Strategy Committee.*

5.4 **Audit and Resources Committee Update**

5.4.1 Receipt of the September 2022 Interim Unaudited Financial Statements

Motion: *That the Board of Directors has received the September 2022 Interim Unaudited Financial Statements, as reviewed and approved by the Audit and Resources Committee.*

Motion: *To approve all items within the consent agenda of November 22, 2022.*

Moved by: C. Sauvageau
Seconded by: J. Dalicandro
Carried

6.0 ADJOURNMENT

Motion: *To adjourn the open session at 4:14 p.m. on November 22, 2022.*

Moved by: A. Fleming

Carried

Next Meeting: There is a Board Generative Session taking place on December 13, 2022. The next regular meeting of the Quinte Health Board of Directors will take place on January 24, 2023.

Action Items

There were no action items identified from the November 22, 2022 meeting.