



Summary
Board of Directors
March 28, 2023
Trenton Memorial Hospital

**Creating healthier
communities. Together.**

Values in Action Award:

Through the “Values in Action” award, the Board highlights the contributions of team members 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. At this month’s meeting, the Board recognizes the Trenton Memorial Hospital Perioperative team for their innovative approach to increasing access to cataract surgeries for those in our community.

Successes and innovation:

Quinte Health teams are bringing our [new strategy](#) to life, focused on care, connection, compassion and our people. We are taking an assertive and multi-faceted approach to meeting the current patient care needs, harnessing the expertise, ideas and energy of our staff, physicians, and volunteers. Our team continues to explore new ways of providing care and building community partnerships to address healthcare service gaps, sustain hospital operations, and support patients to receive the right care in the right place.

Some of the successes and innovative initiatives reported to the Board of Directors include:

- In the first two months of 2023, Quinte Health hired 46 new clinical staff members, with a net increase of 17 staff overall. In addition, there have been 3 Internal Medicine physicians, a Pathologist, GP Anesthetist, Radiologist and Emergency Medicine physician hired in addition to 2 Family Medicine locums.
- Our teams are seeing an improvement in bed occupancy. Based on funded beds, patient volumes were at 127% in January compared to an average of 145% for the preceding 6 months.
- There has been a steady decline in the average number of days alternative level of care (ALC) patients remained in hospital - 47 in January since its most recent peak of 67 in August 2022. ALC patients no longer need hospital acute care but can’t be discharged without additional care arrangements such as home care or long term care.
- The average length of stay for patients admitted to hospital of 9.6 days is at its lowest since September 2021 and has been declining steadily since its last peak of 12.4 days in August 2022. Reducing the number of inpatient days can decrease the risk of infection and mobility loss patients experience when admitted to hospital for extended periods. It also increased timely access to beds for patients needing acute hospital care.
- The early results of a new Medicine Model of Care launched at TMH and BGH in early January have been favourable with improvements to physician workload, length of stay and access to inpatient beds from the Emergency Departments. This model is based on enhanced collaboration and the addition of physician assistants and nurse practitioners.
- A partnership between Quinte Health, Hastings Prince Edward Ontario Health Team Partners, and SE Health – [Quinte@Home](#) supports patients so they can go home safely and confidently, supported by a home and community care system that’s there when they need it. Patients typically spend 16 weeks in the [Quinte@Home](#) program. If they continue to require ongoing care, they are connected with homecare services provided by South East Home and Community Care Support Services (HCCSS).
- A collaborative proposal has been developed with OHT partners, the Mohawks of the Bay of Quinte and KHSC for a Limb preservation program. Hastings and Prince Edward Counties has one of the highest rates of vascular

wounds (wounds on your skin that develop because of problems with blood circulation), lower limb amputations and diabetes in the province with substantial evidence to invest in this important program. The initiative will focus on primary care as a preventative measure to improve diabetes care in order to avoid challenging wounds and amputations.

- With communities and hospitals across Ontario experiencing critical shortages of family physicians, internists, psychiatrists, ER physicians, anesthesiologists and other specialists, medical staff recruitment and retention has become very competitive. We are responding with innovative and collaborative approaches to attract doctors to Quinte Health. On March 10th all four of the regional recruiting programs – City of Belleville, Docs by the Bay, Hastings County and County Docs – came together with Quinte Health to participate in a virtual recruitment fair. Approximately 60 family medicine and specialty learners, residents and physicians attended the event over Zoom, primarily from Australia with some in the U.S..
- Volunteers have been returning to all four of their hospitals, helping to improve the patient experience across multiple units through wayfinding, recreational therapy support, friendly visiting, and retail operations. Plans are in place with the Auxiliaries to continue to grow the volunteer contingent.



Creating healthier communities. Together.

**BOARD OF DIRECTORS
OPEN MEETING**

Tuesday, March 28, 2023
Site: Trenton 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: Janet Baragar, Gina Johar, Susan Rowe, William (Bill) Tottle

Guests: Tina Furnidge and Wendy Warner, Trenton Memorial Hospital Foundation

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	N. Evans	Decision
3:55	2.0	Quinte Health Values in Action Award	G. Mitchell	Recognition
4:05	3.0	Reports 3.1 Trenton Memorial Hospital Foundation Update	T. Furnidge, W. Warner S. Daub	Information
4:20		3.2 Report of the President & CEO 3.2.1 23/24 Priorities		Information
4:35		3.3 Report of the Chief of Staff	C. MacPherson	Information
4:45		3.4 Report of the Chair	N. Evans	Information
4:55	4.0	Discussion/Decision 4.1 22/23 Priorities – Successes & Risk Report	C. Sauvageau J. Dalicandro	Information
5:05		4.2 Approval of ONCA-compliant By-laws		Decision
5:20	5.0	Consent 5.1 Minutes – January 24, 2023	N. Evans	Decision
		5.2 Quality of Patient Care Committee Update		Information
		5.2.1 Approval of 23/24 QIP		Decision
		5.2.2 Approval of Medical HR Plans		Decision
		5.3 Governance, Communications & Strategy Committee Update		Information
	5.4 Audit and Resources Committee Update	Information		
5:30	6.0	Adjournment <i>Next Board Meeting: May 23, 2023</i>	N. Evans	
5:30 – 5:45	7.0	Media Interviews / Break		

**Quinte Health
Board of Directors Meeting
Tuesday, January 24, 2023**

A meeting of the Board of Directors of Quinte Health was on Tuesday, January 24, 2023 at Quinte Health, Prince Edward County Memorial Hospital. In absence of N. Evans, L. O'Toole chaired the meeting.

Present: Lisa O'Toole, Acting Chair (Vice-chair)
Gary Hannaford, Treasurer
Andrew Fleming *
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 Nancy Evans, Janet Dalicandro, and Tamara Kleinschmidt.

Guests: Barbara McConnell and Shannon Coull from the PECMH Foundation; James Hildebrand; and PECMH staff: Lisa Mowbray, Cheryl Insley, Cheryl Minaker, Lynn Leavitt, Nicole Harris, Rebecca Juby, Dr. Sarah LeBlanc.

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

* Attended via Zoom

1.0 CALL TO ORDER

At 3:46 p.m., L. O'Toole welcomed everyone, acknowledged members of the media, and called the meeting to order.

1.1 Land Acknowledgement

L. O'Toole 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 with a slight change to move item 5.4 and 5.4.1 from the open to closed meeting agenda.

Motion: *To approve the open session agenda of January 24, 2023.*

Moved by: P. Johnston

Seconded by: C. Sauvageau

Carried

1.3 Declaration of Conflicts of Interest

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

L. O'Toole, on behalf of the Board, recognized this as being J. Hohenkerk's last board meeting before he transitions into a new role at Campbellford Memorial Hospital, as their President & CEO. J. Hohenkerk's leadership and accomplishments over the last 10 years with Quinte Health were celebrated, and well wishes shared for this exciting new chapter in his career.

2.0 QUINTE HEALTH VALUES IN ACTION AWARD

C. Sauvageau presented the Values in Action Award to the Prince Edward County Memorial Hospital (PECMH) team. The County was hit hardest by a winter storm which swept across the region Christmas weekend, and the PECMH team deserve so much recognition for living all four of Quinte Health's values in going above and beyond to care for patients and each other during this major weather event. The Board echoed their appreciation to this wonderful team for all they did during this exceptionally challenging weekend.

L. Mowbray and a few members of the team, C. Insley, C. Minaker, L. Leavitt, N. Harris, R. Juby, E. Johnson, and Dr. LeBlanc, were on-hand to accept the Values in Action Award and were asked to pass on the Board's praises and gratitude to the other team members involved.

3.0 REPORTS

3.1 Prince Edward County Memorial Hospital Foundation (PECMHF) Update

B. McConnell, PECMHF Board Chair, began by expressing deep gratitude for the way the Quinte Health Board and Leadership Team has worked towards building an even more collaborative relationship, which will lead to a road of shared success. The following were then presented as highlights by B. McConnell and S. Coull, PECMHF Executive Director:

- There is a sea of change in the local community, where the PECMH Foundation is seeing a willingness amongst their residents to support the health care system as a region to help the entire health care system to grow. This has been discussed with their Board, and they will be continuing down this path.
- A number of months ago, the Foundation endeavored to support physician recruitment initiatives in Prince Edward County as primary care plays such an integral role in health care. A donor portal has been created for donations to go directly to this cause with \$65,000 raised to-date.
- The new hospital redevelopment goal of \$27 million has been well supported by the community, with an incredible \$21 million already raised. James Hildebrand and his team were thanked for their support and partnership, which has really helped with the community and donors.
- So far this year, \$2.8 million has been raised. Of that, \$1.8 million will be transferred to Quinte Health for x-ray equipment and room renovations.
- The Foundation is excited to get started with the Lumeo journey. Gina Johar and Dr. David Weinstein will be coming to the next Board meeting to present on this transformative project.

In closing, S. Coull and B. McConnell provided their thanks for the invitation to present.

3.2 Report of the President & CEO

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

- With this Board meeting being held at the PECMH, S. Daub took the opportunity to highlight and focus on the hospital redevelopment and recognize James Hildebrand and Bill Tottle.
- J. Hildebrand provided a high-level update on the PEMCH redevelopment project and acknowledged the many partnerships in the project. There is good advancement on the project and the team is making any necessary improvements, as due diligence (environmental studies, etc.) progresses along the necessary steps. In the coming months, virtual reality mock-ups will be set up as "workshops" to bring users in to see and feel the new space.

- S. Daub attended a Faraday Council meeting in North Hastings earlier in the month, where they provided a generous \$500,000 donation, towards the “Back the Cat” campaign, for the North Hastings Hospital’s new CT scanner.
- S. Daub noted she is participating in the 1st Annual Pickleball Tournament on Thursday January 26, in support of the YMCA of Central East Ontario’s Strong Communities campaign. For those wishing to donate, Sheila will send out the link to the donation page.

3.3 Report of the Chief of Staff

Dr. MacPherson took the opportunity to say a few words of praise about Dr. Sarah LeBlanc, PECMH Medical Lead, who had attended the meeting. He noted Dr. Leblanc is a champion of good medicine, particularly with palliative patients, and has earned the respect of her colleagues in the region, as a physician and a leader.

Dr. LeBlanc thanked the Board for supporting the physicians and supporting the new hospital build and said the great support buoys the team when recruitment is so tough and so competitive. The Board thanked Dr. LeBlanc for her leadership and dedication. Dr. LeBlanc shared her appreciation before she left the meeting.

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

- Acknowledgement was provided for the extraordinary efforts in managing to the hospital departments open during the holidays, which took creativity and dedicated work.
- TMH was in a difficult state prior to the holidays, with a sudden leave creating a number of shift vacancies. The organization was able to apply to the emergency department locum program.
- Playbooks have been created for the new IM/FM model of care to assist with guiding the team through this transition period and into the future. The first step is to sustain the new model, and then spread the program’s successes from there.

3.4 Report of the Chair

L. O’Toole noted the following updates, in addition to the pre-circulated Chair’s report:

- The leadership team was thanked for their continued energy and focus.
- The Nominations Sub-committee has now kicked off the recruitment process and the Board members and media partners were asked to spread the word about the upcoming vacancies for the Board of Directors and for Board Committees.

4.0 DISCUSSION, DECISION ITEMS

4.1 Quinte Health Priorities, Successes Update

C. Sauvageau provided highlights to the current priorities and successes report:

- Organizational priorities continue to remain a focus: access to care, supporting our team, and ensuring risks are managed.
- Over the last several weeks there has been a marked decrease in the number of ALC patients in the hospital.
- This large number of new hires (468 in 2022) brings its own unique challenges, including onboarding and acquainting the new hires to the organization. A professional practice leader has been hired to provide nurses with support.
- In addition, the organization is continuing efforts to recruit more physicians with several strategies in place; it is great to see the Foundations taking an interest and getting involved.
- The IM/FM model of care is new, and the team is taking lessons learned to carve a new path forward.
- Work with Ontario Health and several partners continues to support patient’s post discharge. The organization is in the early days of a refreshed virtual care post discharge process. It is hoped that this program will expand beyond the current COPD for supported care at home.

4.2 Director Recruitment

P. Payne highlighted four Board vacancies (2 for one-year terms, 2 for three-year terms) for the 2023/24 Board year. As part of the refreshed recruitment strategy, the Nominations Sub-Committee (NSC) also now has responsibility of filling the five community member positions on Board committees.

Board members were encouraged to market the positions to those who would be eligible and appropriate. Any ideas were to be sent to Sheila Mabee, who is coordinating the list of contacts. The deadline for applications is March 17, 2023. The NSC will be meeting in early April to review and determine applications for interviews to be held in mid-April.

5.0 CONSENT AGENDA

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

5.1 Minutes – November 22, 2022

Motion: *That the Board of Directors approves the minutes of the previous meeting dated November 22, 2022.*

5.2 Quality of Patient Care Committee Update

5.2.1 Approval of Medical Human Resources Plans

Motion: *The Board of Directors approves the 2022 Medical Staffing Plans for both Psychiatry and OB/Gyn.*

5.3 Governance, Communications & Strategy Committee Update

5.3.1 Approval of Terms of Reference: AR, GCSC, NSC

Motion: *The Board approves the updated Terms of Reference for the Governance, Communications & Strategy Committee, Nominations Sub-Committee, and Audit and Resources Committee, as recommended by the Governance, Communications & Strategy Committee.*

Motion: ***To approve all items within the consent agenda of January 24, 2023.***

Moved by: C. Sauvageau

Seconded by: G. Hannaford

Carried

6.0 ADJOURNMENT

Motion: ***To adjourn the open session on January 24, 2023, at 5:12 p.m.***

Moved by: G. Hannaford

Seconded by: C. Sauvageau

Carried

Next Meeting: The next regular meeting of the Quinte Health Board of Directors will take place on March 28, 2023.

Action Items

There were no action items identified from the January 24, 2023 meeting.