



Creating healthier
communities. Together.

Summary
Board of Directors
May 23, 2023
Belleville General Hospital

Values in Action Award:

Through the “Values in Action” award, the Board highlights the contributions of team members who exemplify 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 Krystle Humphrey and Sami Lester - two social workers who provide a great deal of assistance to cancer patients and their families in the Dr. Douglas A. MacIntosh Cancer Clinic.

Successes and innovation:

The four Quinte Health hospitals are still dealing with a ‘new normal’ of historically high demand and the staffing and financial implications that come with it. This is driven largely by the health care substitution role we are playing in our communities, the trailing effects of the pandemic on the health of our local populations, and the growth and changes in those populations. Managing this demand remains the core challenge for Quinte Health.

To be successful we are taking a multifaceted approach including:

- Working to address patient flow internally and through partnerships
- Implementing innovative models of care
- Focusing on our people through recruitment, retention, recognition, and training
- Ensuring timely access to surgery and imaging

New model of care shows some early successes:

Medicine patients at BGH and TMH are now cared for based on level of acuity by one of three clinical care service lines: a hybrid service line staffed by internal and family medicine physicians, a family medicine service line, and a nurse practitioner (NP) led service line for post-acute patients. The need for an innovative, interprofessional model of care was required urgently to address physician work-life and workflow due to the increased demands of care delivery and volumes of patients. Early results are promising, showing a reduction in the number of patients managed by each physician allowing the physicians to focus on the most acutely ill patients and a reduction in length-of-stay for acute and post-acute medicine patients at BGH.

Medical leadership:

We are extremely pleased to welcome Dr. Rob Pincock to the role of Chief/Medical Director for the Department of Family Medicine. Dr. Pincock will take over this role on the leadership team at Quinte Health from Dr. Julie Bryson, who is transitioning to a new role as the Medical Director for Informatics.

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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

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	A. Fleming	Recognition
4:05 4:20 4:25 4:30	3.0	Reports 3.1 Belleville General Hospital Foundation Update 3.2 Report of the President & CEO 3.3 Report of the Chief of Staff 3.4 Report of the Chair	S. Cook S. Daub C. MacPherson N. Evans	Information Information Information Information
4:35 4:55	4.0	Information/Discussion/Decision 4.1 IM/FM Model of Care Update 4.2 Patient Engagement	C. MacPherson / L. Rinaldi C. Sauvageau	Information Information
5:05	5.0	Consent 5.1 Minutes – March 28, 2023 5.2 Quality of Patient Care Committee Update 5.2.1 Medical Staffing Plan: Anaesthesia 5.2.2 Chief/Medical Director Appointment: FM 5.3 Governance, Communications and Strategy Committee Update 5.4 Nominations Sub-Committee Update 5.5 Audit and Resources Care Committee Update 5.5.1 <i>Broader Public Sector Accountability Act</i> Compliance 5.5.2 MSAA Declaration of Compliance 5.6 Board Policy Updates for Approval	N. Evans	Decision Information Decision Decision Information Information Information Decision Decision Decision
5:10	6.0	Adjournment <i>Next Board Meeting: June 27, 2023</i>	N. Evans	
5:10 - 5:25	7.0	Media Interviews / Break		

**Quinte Health
Board of Directors Meeting
Tuesday, March 28, 2023**

A meeting of the Board of Directors of Quinte Health was on Tuesday, March 28, 2023 at Quinte Health, Trenton Memorial Hospital. N. Evans chaired the meeting.

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

Staff Present: Janet Baragar
Gina Johar
Susan Rowe
William (Bill) Tottle
Catherine Walker
Sheila Mabee, recorder

Guest(s): Tina Furnidge, Wendy Warner, and Dr. Stephanie Bigelow from the Trenton Memorial Hospital Foundation (TMHF); Sarah Williams, Chair of the TMHF Student Advisory Committee; Paula Mason, Manager, Docs by the Bay; and
Heather Boomhour, Dr. Sylvain Duchaine, Tonya Bowne, Sherry Baker, and Margaret Barker for the Values in Action Award.

* *Attended via video-conference*

1.0 CALL TO ORDER

At 3:55 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 March 28, 2023.*

Moved by: T. Kleinschmidt

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.

2.0 QUINTE HEALTH VALUES IN ACTION AWARD

G. Mitchell presented the values in action award to the Trenton Memorial Hospital Perioperative Team, for their innovative approach to increasing access to cataract surgeries for those in our community.

The TMH Perioperative Team guests left the meeting at 4:05 p.m.

3.0 REPORTS

3.1 Report from the Trenton Memorial Hospital Foundation

T. Furmidge and W. Warner provided the following update from the Trenton Memorial Hospital Foundation (TMHF):

- Established in 2011, the Employee campaign (payroll deduction) was initiated to purchase equipment and to also make work life better for TMH staff. To date over \$44k has been raised.
- 3rd party events have now resumed after being paused during the Covid shutdowns.
- Major fundraising initiatives in the works include: Lumeo RHIS and future IPU and ER Expansions.
- Student Advisory Committee Chair, Sarah Williams, a grade 11 student at Bayside Secondary School shared her experiences with the Committee, representing the Foundation alongside like-minded people in a positive way and helping fundraise for the hospital.
- The average annual commitment over the past 5-years has averaged \$1.7 million. The current fiscal 2023-24 commitment to Quinte Health is \$2.1 million, in addition to the \$6 million being allocated to the Lumeo HIS project.
- Confidentially, the new TMHF rebranding was shared with the Quinte Health Board. This will be launched at their annual meeting at the Quinte West Council Chambers on June 13, 2023.

At 4:33 pm the Foundation guests left, with Tina Furmidge and Wendy Warner remaining.

3.2 Report of the President & CEO

In addition to the pre-circulated CEO report, S. Daub relayed the following:

- Kudos were provided to W. Warner and T. Furmidge for the work the TMHF did with internal events and activities to mitigate the impact of the pandemic on staff in Trenton.
- Advocacy work continues to be a high area of focus. Quinte Health is partnering with the municipalities to better understand growth projections and have community leaders speaking with one voice from the region.
- In February Quinte Health hosted visits from both Ontario Health (CEO Matthew Anderson, East Regional Lead, Anna Greenberg) and our local MPP (Todd Smith). These visits proved to be effective in our guests seeing and hearing from some of the frontline staff about some of the current challenges and pressures they are facing.
- Conversations with organizational leaders regarding the new Strategy are occurring with a focus on priority setting and foundational activities.
- Important work on system modernization (i.e., HRIS, business systems) is underway within the organization. It is critical that there are systems in place to support clinical and business operations.

3.2 Report of the Chief of Staff

Not dissimilar to other areas of the province and country, Quinte Health has seen its share of physician recruitment challenges, however, with a new level of collaboration and advertising across Canadian borders the organization is starting to see results. Two physicians have recently been recruited from South Africa recently, who will come with a level of internal medical staff oversight (supervision) through the CPSO.

Most recently, it was noted that one of the medical staff who arrived from overseas sent the Chief of Staff's Office an email saying they already feel like they are part of the community.

The Board requested that Dr. MacPherson share their thanks and appreciation for those physicians who have taken on the additional supervision work in support of these latest recruits.

3.3 Report of the Chair

N. Evans noted that budget planning has been through a committee cycle and the organization is at an interesting time of year where there is a reflection on the current year while also planning for the multi-years ahead. There are deep and meaningful discussions in that regard which took place at the Committee level. The leadership team is doing a wonderful balancing act of innovating and working during challenging times.

The Board members were thanked for their Board Director/Board Committee recruitment efforts. The application deadline just passed and was seen as a success in generating some great Director candidates being considered for next year.

4.0 DISCUSSION, DECISION ITEMS

4.1 2022/23 Priorities – Successes and Risk Report

C. Sauvageau noted that organizational priorities continue to remain a focus: access to care, supporting our team, and ensuring risks are managed. The Committee heard about how some internal and external innovative initiatives are paying off with creating capacity, including the Quinte@home program and the new IM/FM/NP model of care. Dr. MacPherson provided an overview of this model of care, and noted there have been good reports from physicians that workload and patient flow have improved and there has been a reduction in the length of stay.

Dr. MacPherson noted the increased volumes of higher acuity patients presenting through the EDs has a cascading effect throughout the organization which is felt in other service areas (therapeutics, diagnostics). Care in ER and in hospital requires a more complex response and the interdisciplinary team is that much more important.

C. Sauvageau noted the organization's creativity is very good, which is showing some great results.

4.2 Ontario Not-for-Profit Corporations Act (ONCA) Compliant By-laws – for approval

J. Dalicandro provided a high-level overview of ONCA, the updated articles of amendment and Corporate By-laws, as part of the work undertaken by the Governance Communications and Strategy Committee (GCSC) with BLG.

An inquiry was made regarding the definition of "Excluded" people including officers/directors of the Quinte Health auxiliaries and foundations, and why that exists. It was noted that this is not a change to this iteration of the By-laws and has been in place for some time because it was seen to have been a duty-on-duty conflict. The GCSC agreed to take this back to their next meeting for further discussion.

As part of the new Director Orientation process there will require changes to reflect ONCA and some of the implications (i.e., director's making their dissent known at meetings, declaration of conflicts of interest as part of the Director's sign-off). It was felt a top line refresher for the whole board should be completed so people are aware of the changes and new expectations.

Motion: ***That the Board approve the Articles of Amendment and By-Laws through the following resolution, as recommended by the Governance, Communications and Strategy Committee.***

"WHEREAS:

A. The Corporation was amalgamated as a corporation without share capital under the *Corporations Act* (Ontario) by letters patent of amalgamation dated November 26, 1998 (the "**Letters Patent**").

B. The *Not-for-Profit Corporations Act, 2010* (Ontario) (the "**ONCA**") was proclaimed into force on October 19, 2021 and it is in the Corporation's best interests to update its Letters Patent by way of Articles of Amendment and the Corporation's corporate by-laws to conform to ONCA and change the Corporation's legal name to "Quinte Health" (collectively, the "**Constating Documents**").

C. A copy of the Constating Documents has been circulated to the Corporation's board of directors (the "**Board**") prior to the meeting and is attached.

NOW THEREFORE BE IT RESOLVED THAT:

1. the Constating Documents are approved;
2. subject to the confirmation of the Constating Documents by special resolution of the Corporation's members, any two (2) directors or officers of the Corporation (the "**Authorized Signatories**") are together authorized and directed to execute and deliver the Constating Documents and to do all things necessary or desirable to carry out and give effect to the Constating Documents, with such further amendments as they may determine to be necessary or desirable to comply with the requirements of any governmental authority having jurisdiction in respect of the Constating Documents, without the need for further approval of the Board or the Corporation's members, and the executed Constating Documents shall be conclusive evidence of approval by the Authorized Signatories, and the documents so executed, delivered, and filed are the Constating Documents authorized by this resolution; and
3. any director or officer of the Corporation is authorized and directed to do on behalf of the Corporation any and all acts and things and execute and deliver all other documents as such directors or officers consider necessary, desirable, or useful to carry out and give effect to the Governance Documents and these resolutions, including updating the Corporation's Name in any other documents of the Corporation, including, for example only, the Professional Staff By-Laws."

Moved by: J. Dalicandro

Seconded by: L. O'Toole

Carried

5.0 CONSENT AGENDA

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

5.1 Minutes – January 24, 2023

Motion: *That the Board of Directors approves the minutes of the previous meeting dated January 24, 2023.*

5.2 Quality of Patient Care Committee Update

5.2.1 2023-24 Quality Improvement Plan

Motion: *That the Board of Directors approves adoption of the 2023/24 Quality Improvement Plan, as recommended by the Quality of Patient Care Committee.*

5.2.2 Medical Staffing Plan

Motion: *That the Board approves the 2022 Medical Staffing Plans for Diagnostic Imaging, as recommended by the Quality of Patient Care Committee.*

5.3 *Governance, Communications and Strategy Committee Update*

5.4 *Audit and Resources Committee Update*

Motion: *To approve all items within the consent agenda of March 28, 2023.*

Moved by: G. Hannaford

Seconded by: J. Dalicandro

Carried

6.0 ADJOURNMENT

Motion: *To adjourn the open session on March 28, 2023, at 5:25 p.m.*

Moved by: J. Dalicandro

Seconded by: L. O'Toole

Carried

Next Meeting: The next regular meeting of the Quinte Health Board of Directors will take place on May 23, 2023.

Action Items

There were no action items identified from the March 28, 2023 meeting.