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Meeting of the Quinte Health Board of Directors

11/22/2022

Summary

Values in Action Award honours work of Paediatric Team

The Quinte Health Board of Directors recognizes members of the Quinte Health team through the “Values in Action” award. At the November meeting, the Board honours a team that our hospitals are relying on heavily in this current climate – the paediatric team. Respiratory illness is running rampant among children, resulting in hospital visits and admissions at far higher rates than normal for this time of year. With an influx of children presenting to our emergency departments, and paediatric inpatient beds not always available as some days we’re at 200% capacity, the paediatrics team has been supporting our emergency departments in providing paediatric care in the ED. (Please see the full story attached.)

Working collaboratively to manage high demand

This fall, Ontario’s health care system is experiencing a dramatic increase in demand for hospital services stemming from the long tail of the 7th wave of the pandemic combined with the early return of high rates of seasonal respiratory illnesses, including influenza and unprecedented RSV illness in the pediatric population. Quinte Health is working with local and regional partners to support public education and is working collaboratively to manage volumes and coordination of care. [Click here for more information.](#)

Improving Access to Care

Quinte Health continues to keep organizational focus on our short-term priorities, including access to care. Despite the significant human resource shortages, the surgical program has been diligently working to reduce the surgical backlog. As of October, the percentage of patients exceeding wait time targets is down to 15.5%. This compares to the provincial rate of 52%. [Click here to read more on these efforts.](#) Our team has also achieved an 87% decrease in the significant mammography backlog created during the pandemic shutdown – from a backlog of 3171 patient requisitions for mammograms to 390.

Recruitment efforts for 3 Directors for 2023/24

Quinte Health will be seeking three additional candidates for the 2023/24 Quinte Health Board of Directors. The recruitment campaign will focus on individuals with prior governance experience, financial literacy, community leadership and digital transformation. More information will be available in the new year on the [Quinte Health website.](#)

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

Recorder: Sheila Mabee

Time	Item	Agenda Topic	Lead	Reason
3:15	1.0	Call to Order 1.1 Land Acknowledgement 1.2 Approval of Agenda 1.3 Declaration of Conflict of Interest	N. Evans	Decision
3:20	2.0	Quinte Health Values in Action Award	P. Payne	Recognition
3:30 3:40 3:50	3.0	Reports 3.1 Report of the President & CEO 3.2 Report of the Chief of Staff 3.3 Report of the Chair	S. Daub C. MacPherson N. Evans	Information Information Information
4:00 4:20	4.0	Discussion/Decision 4.1 Priorities and Fall Planning - Update 4.2 2023/24 Board Vacancies, Recruitment Mix	C. Sauvageau J. Dalicandro	Discussion Decision
4:30	5.0	Consent 5.1 Minutes – September 27, 2022 5.2 Quality of Patient Care Committee Update 5.3 Governance, Communications & Strategy Committee Update 5.3.1 Approve Board Work Plan 5.3.2 Approve Board Policy Update to I-2 5.4 Audit and Resources Committee Update	N. Evans	Decision Information Information Decision Decision Information
4:35	6.0	Adjournment <i>Next Board Meeting: January 24, 2023</i>	N. Evans	
4:35 – 4:50	7.0	Media Interviews / Break		

**Quinte Health
Board of Directors Meeting
September 27, 2022**

A meeting of the Board of Directors of Quinte Health was on Tuesday, September 27, 2022 at Quinte Health, North Hastings Hospital. N. Evans chaired the meeting.

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

Regrets: There were regrets from Patrick Johnston.

Guest(s): Kim Bishop, North Hasting Community Development Committee.

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

1.0 CALL TO ORDER

N. Evans welcomed everyone, and called the meeting to order at 3:57 p.m. Tammy Davis was thanked for providing a hospital tour.

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 September 27, 2022.*

Moved by: R. Rae

Seconded by: A. Fleming

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

N. Evans presented the values in action award to the North Hastings physician group, who have proven the value of "stronger together", as they exuded nothing short of heroic efforts to ensure the residents of the area, and the many seasonal visitors, had access to 24/7 emergency department

services throughout the summer months. Accepting the award on behalf of the group, were Dr. Eric Blanchard, and Dr. Steven Griffin.

3.0 REPORTS

3.1 Report of the Chair

N. Evans highlighted the following from her Chair report:

The board is beginning its new governance year, in tandem with the launch of Quinte Health's new 2023-28 strategy. Walking through the halls today, and seeing some of the new aspirations and values posted, there was a realization of exciting times that lay ahead for Quinte Health. Community support for the new path forward has been very positive.

On September 6, 2022, the Board participated in a valuable education session, which included ways in which the Board can continue to support the new strategy and aspirations.

Those directors, who agreed to be committee chairs, and liaisons to the foundations, as well as L. O'Toole who stepped up to once again be Vice Chair, were thanked.

N. Evans reflected her regrets that A. Edwards had to step down from her role on the board, due to external competing commitments. However, the board is grateful to have G. Mitchel join the board, as his experience and expertise will be put to good use.

Finally, there continues to be an impressive role that staff are playing in managing through very difficult times.

3.1.1 North Hastings Fund Development Committee (NH-CDC) Update

K. Bishop provided an update from the North Hastings Fund Development Committee, after an interesting, and somewhat unsettled couple of years.

K. Bishop was very pleased to have the backing of the Senior Leadership Team, followed by board endorsement to proceed with developing the business case to own and operate a cat scan. The board shared in the excitement, as the first eyes on the *Back the Cat Campaign* promotional cards, getting set to launch. The NH-CDC is hoping this Campaign will build in excitement, as this will truly be a transformation of care for North Hastings patients and clinicians.

MPP Daryl Kramp, MPP Todd Smith, J. Hohenkerk, and B. Tottle were thanked for their ongoing support.

N. Evans, on behalf of the board, thanked K. Bishop for her ongoing stamina and energy in supporting the hospital.

3.2 Report of the President & CEO

S. Daub has had the opportunity, over the last several weeks, to get out and about to many groups both internally (our teams, Foundations, Auxiliaries) and externally (community partners and connections) to build the momentum and excitement following the launch of the new branding and new strategy on September 12, 2022. Thus far, feedback has been very favourable with a sense of enthusiasm, connectivity across the four hospitals, and with promising inroads and excitement around re-imagining our future.

Considerable work is taking place in our Ontario Health Team (OHT) with L. Rinaldi leading the team. This work requires formidable leadership, while still being respectful, to push things forward.

G. Johar is our Lumeo Lead, along with a number of physician leaders taking ownership of this digital transformation within our hospital.

Covid is, and will continue to be, a dynamic situation. The senior leadership team had the opportunity to meet with Dr. Gerald Evans, who had a couple highlights to share in that, without the same level of Public Health measures, Covid will remain at a relatively high level across the community.

N. Evans and S. Daub had the opportunity to listen to Ontario's Deputy Minister of Health, Dr. Catherine Zahn, along with Ontario Health's CEO Matthew Anderson earlier in the afternoon, around the future of our health system. Topics focused on three themes: system recovery and health human resources challenges; meaningful system integration; and system equity (racial, first nations, geographical). The concept of expertise hubs was also discussed.

3.3 Report of the Chief of Staff

Dr. MacPherson highlighted that Quinte Health continues to face significant staffing challenges, particularly critical in the areas of internal medicine and family medicine coverage. There has been engagement with the physicians, who are willing and hopeful that alternative solutions will assist with improving the overall workload situation. The Reinvent Work group has been here as an extra support to assist with generating a myriad of potential options.

The work ahead looks challenging, as we begin to try to set different standards for the role, looking at extenders, as well as the optimization of technologies to find ways to have sustainable practice. Additionally, there is ongoing communication about the current situation to our partners, and to Ontario Health, that we may be calling our peers for help heading into the fall and winter months.

Health Force Ontario (HFO) can and have helped in the past. Physicians do so because the premiums are good when they take on shifts. Historically, 25% of the physicians in North Hastings during the summer is covered by HFO, however this summer they took 40% less shifts, which was part of why the physician team work more frequently.

4.0 DECISION ITEMS

4.1 Process to Replace Mid-term Vacancy

J. Dalicandro reported that a mid-term vacancy on the board was created with the resignation of A. Edwards in early September. The board has the option to fill the vacancy immediately, or to leave an unfilled vacancy to the next board cycle. There was a need to fill the seat on one Committee, and the TMHF liaison, which have now been covered off.

When the Governance, Communications and Strategy Committee (GCSC) looked at the skillset that is required, it was decided, in consultation with the Chair, and Vice Chair to allow for an unfilled vacancy until the next board year, when there will be additional vacancies to fill. Therefore, the GCSC are making a recommendation to leave an unfilled vacancy until the next board year.

Motion: ***That the Board have an unfilled vacancy until the June 2023 annual meeting, as recommended by the Governance, Communications and Strategy Committee.***

Moved by: **J. Dalicandro**

Seconded by: **P. Payne**

Carried

4.2 Unaudited Interim Finance Report to July 2022

G. Hannaford reported that the Audit and Resources Committee reviewed the unaudited financial statements to July 2022. As in the briefing note circulated with the meeting package, we currently have a \$5.9 million operating deficit, due to number of factors, including but not limited to, higher volumes in the emergency and the inpatient units due to delay in service, and a significant investment in health human resources (HHR), including agency nurses, and ongoing Covid expenses.

The committee discussed management's plan to continue ongoing dialogue with the Ministry surrounding the extraordinary pressures and fiscal implications. There has been communication

received with some indication that the Ministry understands and is looking at other ways to support HHR and the pandemic expenses, however in these early stages they are light on details.

The motion coming from the committee is a little bit different than in the past. Historically the motion is recommending board approval, however the committee discussed and would like to amend the motion to have the board *receive* the interim unaudited financial statements for the record. There were no objections to this change and it was noted this does not affect the operations.

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

Moved by: G. Hannaford

Seconded by: G. Mitchell

Carried

5.0 DISCUSSION / INFORMATION ITEMS

5.1 Current Priorities and Fall Planning

C. Sauvageau noted that the Quality of Patient Care Committee reviewed in detail the priorities for the year: improving patient flow (including access to surgery and diagnostic imaging), and supporting teams, including stabilizing staffing.

Over the summer months, staff demonstrated hard work, resilience, commitment and cleverness. Our hospitals did not have any emergency department closures, as others did across the provinces. Vacations for staff were prioritized such that staff could enjoy some much needed down time to recuperate leading into the fall and winter months.

S. Rowe noted that the human resources team has been working with extreme persistence and follow up. They have hired 321 staff from outside of Quinte Health, including 221 clinical staff – this is a net increase of 72 staff. While these numbers are amazing, there is still a long way to go. Work is also ongoing to ensure that residents and students have an exceptional experience at our hospitals so that they will remember Quinte Health and want to come back when here once they have completed their schooling.

5.2 Meeting Debrief Tool

J. Dalicandro highlighted that the Governance, Communications and Strategy Committee had discussion concerning how the Board can best make use of their meeting debrief time, following meetings, with the support of staff, without rehashing the conversation from the meeting.

A simple tool was developed to assist with framing the conversation centering around what went well, what can be done better, and what can be done to help the board to do a good job.

The board will have a meeting debrief with management and then an in camera session without management. Should there be no need to hold an in camera session, the debrief will adjourn without discussion.

5.3 Program Overview Education Sessions

C. Sauvageau highlighted that the Quality of Patient Care Committee will be reintroducing the education series at their meetings to learn information about the various programs and services, and also to allow closer visibility of the board to staff, and to generate better understanding of the people and the operations in the various departments.

The broader board can be invited to attend these session, if interested.

6.0 CONSENT AGENDA

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

6.1 Minutes – June 28, 2022

Minutes – June 28, 2022 (new board)

Motion: *That the Board of Directors approves the minutes of the two previous meetings dated June 28, 2022.*

6.2 Approval of Policy I1: Purpose, Vision and Values

Motion: *That the Board approve the updated policy I1: Purpose, Vision and Values, as recommended by the Governance, Communications and Strategy Committee.*

6.3 Governance, Communications and Strategy Committee Terms of Reference

Motion: *That the Board approve the updated Governance, Communications and Strategy Committee terms of reference, as recommended by the Committee.*

6.4 Ontario Not-for-Profit Corporations Act (ONCA): Education and Next Steps

Motion: *To approve all decision items within the consent agenda of September 27, 2022.*

Moved by: A. Fleming

Seconded by: P. Payne

Carried

7.0 ADJOURNMENT

Motion: *To adjourn the open session on September 27, 2022, at 5:28 p.m.*

Moved by: G. Hannaford

Carried by: L. O'Toole

Carried

Next meeting: The next regular meeting of the Quinte Health Board of Directors will take place on November 22, 2022.

Action Items

There were no action items identified from the September 27, 2022 meeting.