



**Summary**  
**Board of Directors**  
**June 2023**  
**Prince Edward County Memorial Hospital**

**Values in Action Award:**

Our values make us proud and reflect the courage of our teams at Quinte Health hospitals - Imagine it's you, Value everyone, We all make a difference, and Stronger together. Our values embody our culture and define how our teams strive to live and work every day. Our Board begins each meeting with the Values in Action Award to recognize and express gratitude to the staff, physicians, and volunteers living these collective values.

At Quinte Health, we are fortunate to have four distinct Hospital Auxiliaries that provide tremendous support for our hospitals. Fueled by a powerful and dedicated volunteer force, the Auxiliaries go above and beyond to support volunteer programs and fundraising endeavours. During this meeting, the Board recognizes the Prince Edward County Memorial Hospital Auxiliary volunteer team at the Second Time Around shop.

**Focus on priorities:**

Quinte Health continues to focus on its organizational priorities and delivering: the Best Care Possible; ensuring Access to care and Supported transitions; a diligent focus on Our People Strategy; and our Digital health transformation (Lumeo). Successes through innovative efforts include lowering patient length of stay, lowering the number of admitted patients waiting in the ED, and sustaining wait times for surgical patients that are below the provincial average.

**Physician Recruitment – Local Support**

Considering the critical staffing shortages, including physicians across our four hospitals, Quinte Health is fortunate to have strong municipal partners willing to invest in physician recruitment in this very competitive environment.

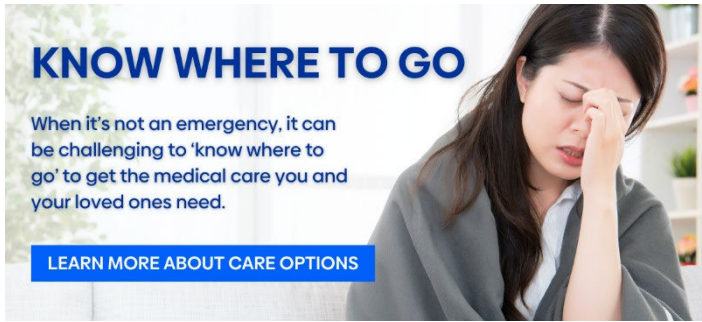
We are optimistic that our partners at Hastings County Council will approve an expansion to their physician recruitment incentive program for two full-time emergency room physicians at North Hastings Hospital. The current program is up to \$150,000 available to family physicians establishing a practice in Hastings County. An expansion to include full-time emergency physicians would be a significant and welcome boost to our recruitment efforts for North Hastings Hospital.

The City of Belleville also recently approved an expansion of their program to support recruitment incentives for Emergency Department and other difficult-to-recruit specialists, community-based Nurse Practitioners and RN students.

The municipalities of Quinte West and Brighton and the Trenton Memorial Hospital Foundation have been running the successful and active Docs By the Bay physician recruitment and retention program, which includes municipal-funded recruitment incentives. In 2022 the Municipality of Prince Edward County partnered with the PECMHF, PEC Family Health Team and Quinte Health to create the County Docs physician retention and recruitment program.

**Know where to go:**

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 and the growth and changes in our population.



Our Emergency Departments are experiencing an increase of non-urgent patients due to the numbers of patients in the communities without a family doctor or nurse practitioner. This number is now at 27% of ED visits are low acuity. Plans to implement a green zone at PECMH are being explored, consistent with the approaches taken at TMH and BGH to address these increased volumes of lower acuity patients. Along with continuing to actively partner with primary care and community services, this is seen as a

necessary step to help address ongoing gaps for access to primary care.

Quinte Health is working with the HPE Ontario Health Team, and Public Health to provide information about options for care when it's not an emergency. More information is available at: <https://www.qhc.on.ca/knowwheretogo.php>

### **Diversity, Equity, and Inclusion (DEI):**

Advancing the Quinte Health DEI journey is one of our organizational priorities for 2023/24. The staff-led DEI committee is an enthusiastic group of informal leaders who are currently focused on delivering 1) awareness events, such as raising the Pride flag; 2) education opportunities, including the Indigenous Cultural Safety and Awareness Course, Rainbow Health Ontario, Health Equity and Anti-Black Racism; and 3) building content for Quinte Health's internal team website.

This past Wednesday, Quinte Health marked National Indigenous Peoples Day and National Indigenous History Month, by asking that our teams take a time to reflect on the many accomplishments of Indigenous peoples despite the oppression and atrocities they have faced. As an organization, we are committed to learning, listening, and acting on our collective responsibility to pursue reconciliation. Quinte Health is working to define activities and outcomes in advancing a First Nations, Inuit, Métis, and Urban Indigenous (FNIMUI) workplan by March 31, 2024, in the categories of building relationships; sustainable engagement processes; access to culturally safe care.



**Creating healthier communities. Together.**

**BOARD OF DIRECTORS  
OPEN MEETING**

Tuesday, June 27, 2023  
1600 - 1705 hours Meeting  
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:** Janet Baragar, Gina Johar, Susan Rowe, William (Bill) Tottle

**Guests:** Robert Forder, Michael O’Shea, Yves Savoie

**Recorder:** Sheila Mabee

Time	Item	Agenda Topic	Lead	Reason
4:00	1.0	<b>Call to Order</b> 1.1 Approval of Agenda 1.2 Declaration of Conflict of Interest 1.3 Introduction of Guests 1.4 Land Acknowledgement	N. Evans	Decision
4:05	2.0	<b>Values in Action Award</b>	P. Payne	Recognition
4:15 4:25 4:35	3.0	<b>Reports</b> 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
4:40 4:45	4.0	<b>Information/Discussion/Decision</b> 4.1 22/23 Priorities Aligned to Strategy 4.2 Board Evaluation Results	C. Sauvageau J. Dalicandro	Information Discussion
4:50	5.0	<b>Consent</b> 5.1 Minutes – May 23, 2023 5.2 Quality of Patient Care Committee Update 5.2.1 Medical Staffing Plans 5.3 Governance, Communications and Strategy Committee Update 5.3.1 Annual Meeting 5.3.2 Board Policy VI-2 - Deletion 5.4 Audit and Resources Committee Update	N. Evans	Decision Information Decision Information  Decision Decision Information
4:55	6.0	<b>Recognition of Outgoing Board Members</b>		
5:05	7.0	<b>Adjournment</b>	N. Evans	Decision
5:05	8.0	<b>Media inquiries if needed</b>		

Values in Action Award  
Quinte Health BOD  
June 2023

### **Second Time Around Shop Volunteers – Kindness Exemplified**

Our values make us proud and reflect the courage of our teams at Quinte Health hospitals - Imagine it's you, Value everyone, We all make a difference, and Stronger together. Our values embody our culture and define how our teams strive to live and work every day. Our Board begins each meeting with the Values in Action Award to recognize and express gratitude to the staff, physicians, and volunteers living these collective values. It is a source of great inspiration.

At Quinte Health, we are fortunate to have four distinct Hospital Auxiliaries that provide tremendous support for our hospitals. Fueled by a powerful and dedicated volunteer force, the Auxiliaries go above and beyond to support volunteer programs and fundraising endeavours.

Three of our Auxiliaries operate thrift shops – the New to You in Bancroft, the Opportunity Shop in Belleville and the Second Time Around shop right here in Picton. These shops are remarkable fundraising enterprises and serve an important environmental role in the repurposing of items. They also provide an affordable option at a time of increased cost of living. Today, it's my pleasure to give special recognition to the Prince Edward County Memorial Hospital Auxiliary volunteer team at the Second Time Around shop.

Located next to the Tim Hortons on Main Street, store Manager Pam Strachan and her team of fellow volunteers run what is arguably the best stop in downtown Picton. From small appliances and furniture to purses, jewelry, footwear, and clothing – the store is over 6,800 square feet and teeming with new and gently used items.

The volunteer-run shop has raised hundreds of thousands of dollars in support of Prince Edward County Memorial Hospital since its inception in 1973. That's 50 years. 5 decades. Half a century. However, you want to say it, sustaining a business over that time, including through the ups and downs of a global pandemic, is an impressive feat.

And as if the operation of a full-time business isn't enough, this volunteer team recently stepped up to support the development of a 'comfort closet' in the hospital to supply clothing for patients in need. Patient Services Manager Lisa Mowbray refers to the volunteer team as, "The ideal of kindness exemplified – simply amazing people!".

I would be remiss if I didn't take a moment to share how we can all help support this mighty social enterprise. The shop accepts new and gently used items that are clean and in good condition. Donation days are Monday through Thursday mornings starting at 8:30. [The Prince Edward County Memorial Hospital Auxiliary website](#) is an excellent source of information about what the shop accepts in terms of donations and how to become a volunteer at the Second Time Around shop or with another Auxiliary program.

I'm thrilled that we have members of the Auxiliary with us today. It is my honour to thank you for all you do in support of the County hospital, including being our partner and significant contributor for the new hospital build. You are a vital part of the Quinte Health family of four hospitals, and a glowing example of our values - We all make a difference, and Stronger Together.

Please accept the Values in Action Award along with our sincere gratitude.

**Quinte Health  
Board of Directors Meeting  
Tuesday, May 23, 2023**

A meeting of the Board of Directors of Quinte Health was on Tuesday, May 23, 2023 at Quinte Health, Belleville General Hospital. N. Evans chaired the meeting.

**Present:** Nancy Evans, Chair  
Gary Hannaford, Treasurer  
Janet Dalicandro (via teleconference)  
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.

**Guest(s):** Krystle Humphrey, Oncology Social Worker; Kristina Cruess, Oncology Program Director, Natalie Hart; and Caitlin Gagnon, Oncology Manager. Steve Cook, BGHF Executive Director, and Paul Reesor (BGHF Auxiliary Representative).

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

*\* Attended via video conference*

**1.0 CALL TO ORDER**

At 3:49 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 May 23, 2023.*

**Moved by:** G. Hannaford

**Seconded by:** P. Johnston

**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**

A. Fleming presented the values in action award to Belleville General Hospital Oncology Clinic Social Workers, Krystle Humphrey and Sami Lester, for living all four of Quinte Health's values of: Imagine it's you; Value everyone; We all make a difference; and Stronger together. The support K. Humphrey and S. Lester provide to patients during such a trying time in their lives is so valuable and appreciated. K. Humphrey was on hand to accept the Values in Action Awards, in the absence of S. Lester.

*At 4:04 p.m., the BGH Oncology Clinic guests were thanked for attending and left the meeting.*

## **3.0 REPORTS**

### **3.1 Update from the Belleville General Hospital Foundation (BGHF)**

S. Cook and P. Reesor were welcomed to the meeting. S. Cooke, Executive Director of the BGHF provided the following update:

- The Foundation team has grown from 3, to 8.
- Total Foundation revenue (excluding funding applications) for 2022 was \$3,184,368.
- Several events and associated revenue were shared, including 3<sup>rd</sup> party events which have increased in popularity in recent years.
- Currently underway is the *Car 4 Cancer* campaign. Nearly 4,000 tickets were sold in the first 4 weeks.
- This year's Gala is set for September 16, 2023, with a *Moulin Rouge* theme.
- There are still spots left to participate in the June 8, 2023, Fairway for Fractures Spring Golf Classic. Last year's event raised \$95,750.

*At 4:14 p.m., S. Cook and P. Reesor were thanked for coming and they left the meeting.*

### **3.2 Report of the President & CEO**

S. Daub shared an update touching on a strategy update and some of the collaboration work being done with municipal partners. With different community leaders, in addition with Loyalist being brought together, it is hoped that the data compiled will better help to understand regional growth, labour market and population health needs and access in our region. It has been a successful early partnership to date, with some of the work to come to the June meeting to share progress.

### **3.3 Report of the Chief of Staff**

Dr. MacPherson highlighted following the pandemic a clear interest in getting back to some quality improvement work, including improving transitions in care.

Handovers (care transfers) always pose a level of risk, so it is important to clarify a most responsible provider via a policy framework for better conversations to make the right decisions about where patients should go and when. This tool is helpful to assist with the criteria for the various scenarios that come through the front door.

All the departmental Chiefs are very active on the MAC and MAC Sub-committees, working together to distribute the clinical leadership's workload.

### **3.4 Report of the Chair**

N. Evans drew the Board's attention to the link included in her report, to a patient/caregiver feedback story from a family member who spoke about their family in the ICU. As part of those remarks, the mother/wife made a recording sharing some of her positive thoughts about the family's experience with her husband's care.

**4.0 INFORMATION, DISCUSSION, DECISION ITEMS**

**4.1 IM/FM Model of Care Update**

Dr. MacPherson and L. Rinaldi provided a presentation on the progression of the Medicine Model of Care.

C. Sauvageau commended the team for undertaking a collaborative approach to deal with such a challenging problem and finding a new path forward with such success. The results are incredible, and the renewed energy was palpable, when presented by front line clinicians to the Quality of Patient Care Committee earlier in the month.

Dr. MacPherson and L. Rinaldi were congratulated for turning the crisis into an opportunity for improvement and creating a model and playbook that could be scaled to other hospitals. In response to a question about the key learnings, they outlined: A tremendous validation of the interprofessional practice and respect for scope (determining who does what and when).

- a) The importance of very good data to have on hand.
- b) A hope for better interprofessional practice scope in other areas of the hospital
- c) The value of teamwork, collaboration, and constant communication.
- d) Comfort to stretch and go outside comfort zone to innovate and be resilient, which will help with the Lumeo project.

N. Evans relayed that the marriage between the human factor and the data was very encouraging and reiterated congrats to those involved.

**4.2 Patient Engagement**

C. Sauvageau shared the program overview of patient caregiver input as a building block to building a healthier community, together. The patient and caregiver leadership group are at the starting stages of something that has great potential within the organization.

L. Rinaldi shared that the core group has been getting together for a few months now and have come up with terms of reference, a work plan, and renamed themselves Healthcare Experience Partners. A summer student aligned with Patient Experience will assist in actioning the work plan in the coming months.

There are some great pockets of this work taking place within the organization, but this is really about taking a step back and reevaluating the program to give it a refresh.

As this is one of the key accreditation standards, the Board will be hearing a lot more about this work in the months ahead.

**5.0 CONSENT AGENDA**

Approval of the following items were included within the consent agenda.

**5.1 Minutes – March 28, 2023**

Motion: *That the Board of Directors approves the minutes of the previous meeting dated March 28, 2023.*

**5.2 Quality of Patient Care Committee Update**

**5.2.1 Medical Staffing Plan: Anaesthesia**

Motion: *The Board approves the 2023 Medical Staffing Plans for Anaesthesia, as recommended by the Quality of Patient Care Committee.*

**5.2.2 Chief/Medical Director Appointment: FM**

Motion: *That the Board of Directors approves Dr. Rob Pincock as Chief/Medical Director for the Department of Family Medicine.*

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

**5.4 Nominations Sub-Committee Update**

**5.5 Audit and Resources Committee Update**

**5.5.1 Broader Public Sector Accountability Act Compliance**

Motion: *That the Quinte Health Board of Directors approve the execution of the 22/23 Broader Public Sector Accountability Act (BPSAA) Attestation, as recommended by the Audit and Resources Committee.*

**5.5.2 MSAA Declaration of Compliance**

Motion: *The Board of Directors approves of the following, as recommended by the Audit and Resources Committee:*

- 1. A resolution, supporting the MSAA Declaration of Compliance.*
- 2. The execution of the MSAA Declaration of Compliance.*

**5.6 Board Policy Updates for Approval**

Motion: *That the Quinte Health Board of Directors approves the updates to the “Ensure Board Effectiveness” and “Ensure Program Quality and Effectiveness” Board policies.*

Motion: ***To approve all items within the consent agenda of May 23, 2023.***

Moved by: P. Payne

Seconded by: R. Rae

***Carried***

**6.0 ADJOURNMENT**

Motion: ***To adjourn the open session on May 23, 2023, at 5:04 p.m.***

Moved by: J. Dalicandro

Seconded by: A. Fleming

***Carried***

**Next Meeting:** The next regular meeting of the Quinte Health Board of Directors will take place on June 27, 2023.

**Action Items**

There were no action items identified from the May 23, 2023 meeting.