



**Creating healthier communities. Together.**

**BOARD OF DIRECTORS  
OPEN MEETING**

Tuesday, November 28, 2023  
North Hastings Hospital  
Meeting Room: Fireside Lounge  
3:45pm - 5pm

**Board:** Lisa O’Toole (Chair), Gary Hannaford (Vice-chair and Treasurer), Nancy Evans, Andrew Fleming, Bob Forder, Tamara Kleinschmidt, Gary Mitchell, Mike O’Shea, Christian Sauvageau, Yves Savoie, Stacey Daub (President & Chief Executive Officer), Dr. Colin MacPherson (Chief of Staff) and Lina Rinaldi (Vice President, Chief Nursing Executive)

**Staff:** Matthew Campbell, Gina Johar, Susan Rowe, William (Bill) Tottle, Sheila Mabee (recorder)

Time	Item	Agenda Topic	Lead	Reason
3:45	1.0	<b>Call to Order</b> 1.1 Land Acknowledgement 1.2 Approval of Agenda 1.3 Declaration of Conflict of Interest	L. O’Toole	Decision
3:50	2.0	<b>Quinte Health Values in Action Award</b>	N. Evans	Recognition
4:00	3.0	<b>Reports</b> 3.1 North Hastings Hospital Fund Development Committee Update 3.2 Report of the President & CEO 3.3 Report of the Chief of Staff 3.4 Report of the Chair	K. Bishop S. Daub C. MacPherson L. O’Toole	Information Information Information Information
4:30	4.0	<b>Information/Discussion/Decision</b> 4.1 Strategic Priorities Report 4.2 Integrated Quality Improvement & Learning Framework	N. Evans N. Evans	Information Discussion
4:50	5.0	<b>Consent</b> 5.1 Minutes – September 26, 2023 5.2 Quality Committee Update 5.2.1 Laboratory Medicine Staffing Plan 5.3 Governance, Communications and Strategy Committee Update 5.3.1 Board Renewal 5.3.2 Board Committee Terms of Reference 5.3.3 Board Policy Amendments 5.3.4 Board Work Plan 5.3.5 ONCA: Key Points 5.4 Audit and Resources Committee Update	L. O’Toole	Decision Information Decision Information Decision Decision Decision Information Information Information
5:00	6.0	<b>Adjournment</b> <i>Next Board Meeting: January 23, 2024</i>	L. O’Toole	Decision
5:00 – 5:15	7.0	<b>Media Interviews / Break</b>		



**Summary**  
**BOD November 2023**  
**North Hastings Hospital**

**Values in Action Award:**

- At the beginning of each meeting of the Board of Directors, we shine a well-deserved spotlight on the great work of our teams that bring our Quinte Health values to life – Imagine it’s you, Value everyone, We all make a difference, and Stronger together. At today’s meeting, the Board honours four tireless advocates that brought CT Scanner services to North Hastings Hospital - Manager Tammy Davis, Chair of the North Hastings Fund Development Committee Kim Bishop, led physician Dr. Parambir Keila and retired physician Dr. Peter McEnery. *(Full story included)*

**Arrival of CT at NHH:**

- The new CT Scanner was delivered to North Hastings Hospital yesterday. The CT Scanner is being installed in the newly renovated space, with onsite training expected to begin in January, with the goal of being in full operation by the end of March.

**Report of the President and CEO Stacey Daub:**

- Quinte Health continues to work with the Municipal Chief Administrative Officers across the region and the President of Loyalist College on a collaborative initiative to identify current and future service gaps in the regional health system and the corresponding needs and strategies to recruit health human resources. Officially launched in June, “Health PULSE” partners are working collaboratively to rethink and redefine rural health care.
- The Quinte Health teams have been working tirelessly over the last year to prepare for our December 4th on site accreditation conducted by a national 3rd party, Accreditation Canada. Quinte Health is excited about the opportunity to share our best practices and work on the ground and is also eager to learn about other leading practices and opportunities to get even better.
- We continue to seek out and implement innovative solutions to enhance quality, patient flow and efficiency. This includes examples like the [Geriatric Emergency Medicine clinician](#) now shared between the PECMH and NHH emergency departments to assess frail seniors and link them to appropriate resources in the community and avoid unnecessary hospital admissions. Or our work on patient flow and community partnership that is reducing our length-of-stay for patients deemed ready for an alternative level of care. Or our [Quinte@Home program](#) that is allowing patients to return home faster after a hospital stay, with the right support to provide a better experience, and reduce the need for readmission for patients with complex needs.

**Report of the Chief of Staff, Dr. Colin MacPherson:**

- As we head into the winter, we are meeting more regularly with regional counterparts to maintain situational awareness and optimize opportunities for cooperation. This is an opportunity for regular updates on the prevalence of respiratory infections, and on staffing and capacity issues at other hospitals. Information shared to-date suggests we are not alone with some of our main challenges - staffing shortages either of physicians or nurses or both in their emergency departments and unprecedented volumes of patients requiring medicine beds leading to back up in emergency rooms. There are also unprecedented volumes of mental health patients in some areas.

**Other highlights:**

- Quinte continues to experience challenges both with Emergency Department (ED) volumes and access to Diagnostic Imaging. Organizational resources have been assigned to support the development of improvement strategies, in addition to multi-stakeholder committee structures established to provide guidance and oversight.

- Quinte Health will continue its relentless focus on improving patient flow through the organization to achieve greater stability/sustainability in clinical care delivery. This includes continuous improvements to the [Internal Medicine/Family Medicine/Nurse Practitioner \(IM/FM/NP\)](#) model, as the success of the model has resulted in increased interest in physicians seeking to join Quinte Health.



## Values in action award - November 2023

### Strong Rural Health Advocates

At the beginning of each meeting of the Board of Directors, we shine a well-deserved spotlight on the great work of our teams that bring our Quinte Health values to life – Imagine it's you, Value everyone, We all make a difference, and Stronger together. Today, it's my privilege to share a story of resilience and unwavering advocacy for rural health care.

Rural hospitals like North Hastings Hospital often serves as the first line of defense in emergencies, where every minute counts – they are the healthcare backbone of the communities that rely on them, and for the many visitors to this beautiful region.

The importance of advocacy in rural healthcare cannot be overstated. It is the driving force that ensures rural hospitals have the equipment needed to provide care. It is a reminder that healthcare should know no geographical boundaries, and that every community deserves the chance to thrive, and equitable access to care.

The four individuals we are acknowledging today have helped to bridge an important gap between this rural area and the healthcare they deserve close to home. They are the tireless advocates that brought CT Scanner services to North Hastings Hospital - Manager Tammy Davis, Chair of the North Hastings Fund Development Committee Kim Bishop, led physician Dr. Parambir Keila and retired physician Dr. Peter McEnery.

According to a very credible source (Kim Bishop), when Dr. McEnery first arrived here over 45 years ago as a young physician – he declared the need for a CT Scanner in Bancroft. Now I will quote Kim in saying, "Everyone thought he was crazy".

Fast forward to about 15 years ago, Kim and Tammy picked up the torch, and with the strong support of physicians like Dr. McEnery and Dr. Keila - they began making the case for a CT Scanner including a plan for how to pay for it. It was a difficult sell at the time, as CT services were not generally provided at small rural hospitals. Over the years, as technology advanced, it became more commonly used and more of a standard practice tool for diagnosis - which further strengthened their case. Eventually, perseverance paid off and the request was given green light coming from the Ministry of Health in April of this year.

In her impassioned presentation to the Leadership Committee back in 2020, Tammy told a compelling patient story through the lens of our value "Imagine it's you". She didn't start out with the business case, instead she started out with how the CT would make a substantive difference to the people we serve – before moving forward with the other details including the Fund Development's commitment to raise the capitol costs. Her approach says a lot about her leadership style, her commitment to patient care, and the faith she has in her hospital colleagues and her community.

Kim, your leadership and fortitude on the fund-raising front has been remarkable. This is a self-funded initiative, meaning that the purchase and implementation of the CT services is only possible because this

community shares your avid belief in supporting care close to home. Dr. Keila, the physician's voice brings such value to this effort – I know it's been a long journey to get here. Dr. McEnery, we appreciate you planting the seed. I'm immensely proud to state that a CT Scanner was delivered to North Hastings Hospital yesterday, and we are on track to be in full operation in early 2024.

On behalf of the Quinte Health Board of Directors, I thank you- and everyone involved at North Hastings Hospital for your advocacy, your steadfast determination and, perhaps most heroically, your patience! Please come forward to accept the Quinte Health Values in Action Award. I look forward to seeing you all at the ribbon cutting next year. Thank you and congratulations.

A meeting of the Quinte Health Board of Directors was held at Quinte Health's Belleville General Hospital. L. O'Toole chaired the meeting.

Board Members: Lisa O'Toole, Chair  
Gary Hannaford, Vice-chair and Treasurer  
Nancy Evans \*  
Andrew Fleming  
Bob Forder  
Mike O'Shea  
Christian Sauvageau  
Yves Savoie  
Stacey Daub, President & CEO \*  
Dr. Colin MacPherson, Chief of Staff  
Lina Rinaldi, Chief Nursing Executive

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

Regrets: There were regrets from Gary Mitchell, Tamara Kleinschmidt, and Matthew Campbell.

Guests: Margaret Van Beers, Deborah Milligan, Kerri Cater, Kristine Gyuk, Amy Leclair, Children's Treatment Centre Team Members  
Dr. Tracy Bray, Steve Cook, Belleville General Hospital Foundation

\* *Attended via video conference*

## 1.0 CALL TO ORDER AND WELCOME

At 3:44 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 as circulated, with no changes noted.

Moved by B. Forder, seconded by C. Sauvageau:

*THAT the agenda of September 26, 2023 be approved.*

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

Y. Savoie presented the values in action award to Quinte Health's Children's Treatment Centre staff members, Kerri Cater and Kristine Gyuk, for their dedication to supporting those with fetal alcohol spectrum disorder, as only one part of the incredible work they do in the Children's Treatment Centre. The Board was inspired and grateful for K. Cater and K. Gyuk's incredible service to our community.

*At 4:05p.m., the Children's Treatment Centre guests were thanked for attending and left the meeting.*

## 3.0 REPORTS

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

Dr. Tracy Bray and Steve Cook attended the meeting to provide the following update:

- Lotto's have been quite successful, with super draws forecasting north of \$800k for 2023.
- The BGHF has big ambitions as a Foundation, while not trying to compete with bigger lotteries such as Sick Kids or the Princess Margaret Home Lottery. There could be a *Condo for Cancer* concept in future years.
- The 2023 Gala, Moulin Rouge, raised over \$600k, with revenue streams still being tallied.

*At 4:20p.m., the BGHF guests were thanked for attending the meeting and their presentation and left the meeting.*

### 3.2 Report of the President and CEO

Further to her pre-circulated CEO Report, S. Daub shared the following:

- SLT took time this summer on where things are going and where efforts could be focused to double down on progressing things forward.
- People first strategy has pivoted from a *patient* first strategy as just one fundamental piece to attracting new people to Quinte Health, as is our partnership with Loyalist College and continued focus on the student experience as well. There are multiple strategies contributing to the increased number of staff coming to Quinte Health – creative marketing as the attractiveness (geographical) of this as a place to work and focus on international recruitment efforts (recently hired 11 ICU nurses from right around the world).
- Relationships with our community began with one person at a time, to build connections and trust. Putting a name (S. Daub) to the face of Quinte Health, is felt to have had a significant impact in developing solid partnerships with our regional partners (municipal partners, Loyalist College as a few examples) and there are signs of growing trust in Quinte Health.
- S. Daub also noted she has been invited to review the Health System Funding Reform (HSFR) model, later this fall.

### 3.3 Report of the Chief of Staff

Dr. MacPherson highlighted the recruitment successes, and the determination to survive and thrive post-pandemic. There is excitement with department Chiefs to reengage in quality improvement work, most notably, the Lumeo project presently in the works, with ramp-up in the coming months.

Emergency Department (ED) physician challenges remain, particularly at the NHH and BGH sites. The medical staff planning process has become a reoccurring point of conversation on a month to month and weekly basis. The ED Locum Program has been helpful for incentivizing more locum doctors to come, and there are plans underway to apply for this program for the BGH ED as well.

Use of marketing materials and using social media tools was discussed as a means to relieve pressure on the demand side, to empower people to make the choice to receive care elsewhere, when possible, and to advertise any alternative care options available. The Communications team plans are well underway, as are ongoing discussions with community partners, particularly as we head into the fall and winter months.

### 3.4 *Report of the Chair*

L. O'Toole noted the following updates:

- The Board has now begun a new governance year. G. Hannaford was thanked for stepping up into role of Vice-Chair role, in addition to also continuing on as the Board Treasurer. Special thanks were provided to new committee chairs who have stepped up.
- The new website launched this fall with kudos to those who contributed to the content and layout, with better search and accessibility functions, and an updated board section.
- The September Board education session was full of useful information, in particular how the health care needs are going to shift in future years, and in particular, beginning to understand how the social determinants of health and population health impacts the hospital's work in the communities it serves.
- S. Daub, N. Evans, and L. O'Toole have now met with all of the Quinte Health Hospital Foundations this fall. As these organizations play an important role in the health of the 4-hospital network, they were all asked what their goals are, any plans for the future, and how the board and SLT can help move them forward.
- The Board continues to be impressed with the resilience of the teams, the successes, progress, and commitment throughout a period of stabilization and rebuilding, while the challenges still remain.
- The coordination of events in calendars with Foundation and Auxiliary partners, S Daub was happy to take away. A combined calendar is in the works for sharing within the Board portal, once completed.

## 4.0 **INFORMATION, DISCUSSION, DECISION ITEMS**

### 4.1 *2023/24 Priorities Aligned to Strategy*

Further to the written report within the meeting package, N. Evans reported on the following:

- The successes and risks report is grounded in 4 areas – *best care possible*, *access to care and active transitions*, *digital health (Lumeo)* and *people strategy*. There are specific measurables against those macro goals listed within each of those four areas.
- Health human resources (HHR) successes are notable with volumes of those hired reaching 226 staff and physicians. The size and the scale of those efforts was noted as nothing short of extraordinary.
- Patients presenting to the ED, who left without being seen (LWBS): there is now a process in place for reaching out to ensure they are looked after.
- Ever mindful of the resurgence of Covid, prep work is being done as we start to enter the fall and peak time influenza, Covid and respiratory illnesses.

## 5.0 **CONSENT AGENDA**

L. O'Toole reviewed the consent agenda items and invited a motion for approval of the following items which were included:

### 5.1 *Previous Meeting Minutes - June 27, 2023*



Motion: *THAT the Board of Directors approves the minutes of the previous meeting dated June 27, 2023.*

**5.2 Previous Meeting Minutes - July 31, 2023**

Motion: *THAT the Board of Directors approves the minutes of the previous meeting dated July 31, 2023.*

**5.3 Quality of Patient Care Committee Update**

**5.3.1 Medical Director Appointment: Lab**

Motion: *THAT the Board of Directors approves Dr. Ryan Yu as the Chief/Medical Director for the Department of Laboratory Medicine.*

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

**5.5 Audit and Resources Committee Update**

**5.6 Nominations Sub-Committee Update**

Moved by C. Sauvageau, seconded by G. Hannaford:

*THAT the Board approve all items in the consent agenda of September 26, 2023.*

CARRIED

**6.0 ADJOURNMENT**

Moved by L. O'Toole, seconded by C. Sauvageau:

*THAT the meeting be adjourned at 5:11 p.m., on September 26, 2023.*

CARRIED

**Action Items:**

There were no action items identified from the September 26, 2023 meeting.