



Board of Directors Regular Board Meeting  
October 27, 2021  
**MINUTES**

Present: Beth Fairfield ©, Brad Ricci, VC; Sally Burns, Jeremy Dickson, Lorraine Gauthier Stromberg, Stacey O’Sullivan, Tom Hainey, Jorge VanSlyke, CEO; Jennifer Learning, CNO; Brittany Beyak-Freamo, CFO

Guest: Mike McKinnon, Atikokan Progress

Regrets: Stacey Wood, Dr. Sara Van Der Loo

Recorder: Bonnie Clairmont Approved Jan. 26/22

	Action Req’d/Date
<p><b>1.1 Call to Order</b> B. Fairfield called the meeting to order at 6:10 pm.</p> <p><b>1.2 Declaration of Conflict of Interest</b> - None declared.</p>	
<p><b>1.3 Agenda</b> The agenda was reviewed and accepted as presented.</p> <p><b>MOTION: L. Gauthier Stromberg/S. Burns</b> “That the Board approve the agenda of October 27, 2021 as presented.” <b>CARRIED 2021-095</b></p>	
<p><b>2. Consent Agenda</b> The Regular Board Meeting Minutes of September 29, 2021 were reviewed and accepted as presented.</p> <p><b>MOTION: B. Ricci/S. O’Sullivan</b> “That the Board approve the minutes as per 2.1 as circulated” <b>CARRIED 2021-096</b></p>	
<p><b>3. Good News Story/Quality Improvement Highlight:</b> No report this month.</p>	
<p><b>4. Reports</b> – Provided in October 27, 2021 agenda package.</p> <p><b>4.1 Report from Board Chair:</b> B. Fairfield shared that she has been taking part in the Governance Essentials webinars hosted by the OHA. She noted the first session she attended was very informative and provided valuable information on important legislation to be aware of; credentialing liabilities as well as building a relationship between the hospital and the hospital Foundation. T. Hainey noted that he will represent the board at the Foundation meetings. B. Fairfield encouraged other board members to take part in these governance sessions.</p>	

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<p><b>4.2 Chief Executive Officer Report by J. VanSlyke:</b></p> <ul style="list-style-type: none"> <li>- <u>Rainy River District Ontario Health Team</u>: Now hiring for Admin/Communications and IT/Digital Health Coordinators.</li> <li>- <u>NW Regional Integrated Care Working Group</u>: More engagement sessions</li> <li>- <u>NW Regional CEO Group</u>: T. Buckler, St. Joseph’s Care Group CEO has retired; Kelli O’Brien is new CEO; Health Information System Engagement almost done. Hopefully we are close to deciding if we will go for Meditech Expanse upgrade or another platform. An offer was made to the Regional Nurse at TBRHSC that will support regional patient transfers. This should reduce the necessity to send our own nurse to Thunder Bay when patient is being transferred.</li> <li>- <u>Regional Health and Human Resources (HHR) Task Force</u>: AGH is represented. The first meeting was held on September 28<sup>th</sup>, terms of reference drafted and unions to be notified.</li> <li>- <u>Small Rural and Northern Provincial Leadership Council</u>: J. VanSlyke has emailed OHA regarding continuing with formal small hospital representation group.</li> <li>- <u>Kenora-Rainy River Regional Lab Program</u>: No new update. Continue to prepare for succession of Medical Director; exploring a regional model that includes Thunder Bay to support the NW lab.</li> </ul> <p><b>Pandemic Update:</b></p> <ul style="list-style-type: none"> <li>- All unvaccinated employees actively working (from 19 staff to 4) have received a letter indicating that they need to receive their second dose by November 14. If not, they will be on an approved unpaid leave of absence for 90 days. After 90 days, AGH will consider proceeding with termination. Legal options are being solicited.</li> <li>- AGH is required to conduct random rapid testing weekly. We will test only those that are working, between 5-10 staff per week.</li> <li>- Next IMT meeting will discuss travel restrictions, location of Assessment Centre testing for “hot” individuals, and employment status progression for staff who remain unvaccinated.</li> </ul> <p><b>Operational Update:</b></p> <ul style="list-style-type: none"> <li>● <u>Strategic Review and Team Building</u> with management staff held on October 4 and 5. Great feedback from the team, Stacey O’Sullivan was able to attend the second day. Strategic Priorities continue to be relevant.</li> <li>● <u>HR Staffing Changes</u>:             <ul style="list-style-type: none"> <li>○ Nick Palmai – HR and Communications Coordinator – accepted a job offer at the Town of Atikokan. His last day is on November 1, 2021.</li> <li>○ Candace Green - Community Counselling Manager – gave her retirement notice. Her last day is on November 10, 2021.</li> <li>○ Shane Freamo – IT manager has accepted another position. His last day will be November 5, 2021.</li> <li>○ Recruitment will begin as soon as possible for these positions as well as others identified.</li> </ul> </li> </ul>	

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<ul style="list-style-type: none"> <li>• <u>Name Change</u> – Staff voted, committee ready to make board recommendation.</li> <li>• <u>Operations Review</u> completed. Budget preparation for 2022-2023 underway. To be presented at the next Board Meeting.</li> <li>• <u>Wellness</u> – last BBQ on Sept 23, Scarecrow contest ongoing</li> </ul> <p><b>Collaboration with Partners</b></p> <ul style="list-style-type: none"> <li>• <u>HPRR</u> – looking at renting up to 3 locum housing in the near future. AGH Team working with clinic to revamp orientation package.</li> <li>• <u>Atikokan Healthcare Resource Utilization Meetings</u> <ul style="list-style-type: none"> <li>- Two meetings were held with AGH, AFHT, AMC, and NWHU</li> <li>- Goal was to figure out pressures, redundancies, and resource-sharing</li> </ul> </li> <li>• <u>Patient and Family Advisory Council (PFAC) – One PFAC</u> <ul style="list-style-type: none"> <li>- First meeting with the 3 Healthcare Organizations in Atikokan went well</li> <li>- great input from members, looking for more community reps, advertised</li> </ul> </li> <li>• <u>Seine River Job Fair</u> – scheduled on November 4. AGH registered.</li> <li>• <u>Atikokan Interagency</u> – Rehab presented this month.</li> <li>• <u>AFHT Rehab Aide</u> – successfully hired a temporary full-time rehab aide.</li> </ul> <p><b>Advocacy / Project</b></p> <ul style="list-style-type: none"> <li>• <u>EldCap</u> – not eligible for many funding opportunities but are held to same standard as L-SAA funded long-term care homes. Eldcap currently not eligible for additional funding to provide up to 4 hours of care.</li> <li>• <u>Small Hospital Representation for Ontario Hospital Association (OHA)</u> – small hospitals do not have a strong advocacy platform at OHA. This needs to change.</li> <li>• <u>Shared HR / Occupational Health Resource in NW</u> – Will work with Geraldton to have a shared resource for HR and Occupational Health Consultant</li> <li>• <u>Maintenance and Environmental Regional Groups</u> – organizing a regular regional forum for maintenance and environmental services</li> </ul> <p><b><u>Chief Nursing Officer Report by J. Learning</u></b></p> <p><b><i>Nursing:</i></b></p> <ul style="list-style-type: none"> <li>• Acute Care census remains below 30%. Utilizing spaces for some respite, and Float RPN supports ECW in providing morning care.</li> <li>• Safe room door finally arrived. Maintenance is finishing up, should be available for use by November.</li> <li>• General public can no longer call directly to the ER, which is appropriate. Calls are directed to acute care. The public is also directed to call Telehealth for non-emergency medical advice.</li> </ul>	

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<ul style="list-style-type: none"> <li>• Flu vaccine clinic for staff is now ongoing. 60 were vaccinated in the first 2 days!</li> <li>• Cheryl Maki, Chemo Nurse, started work on October 4, 2021. She is also trained to provide RN coverage.</li> <li>• We now have a Regional Pediatric Support that is available to answer nurse's questions. They are also working on a RCCR program for pediatrics.</li> <li>• The hospital will start doing allergy shots starting November 1<sup>st</sup>.</li> </ul> <p><b>Telemedicine:</b></p> <ul style="list-style-type: none"> <li>• Assessment Centre tests between 8 to 35 per week which includes pre-surgery testing</li> <li>• There is an increasing request for travel swabs. We are currently considering offering at AGH for a fee. A typical travel-related swab in Thunder Bay can cost \$349 plus tax. The assessment centre will prioritize their testing.</li> <li>• OTN appointments is averaging 3/day with bookings in to January and beyond – oncology, fracture clinics, hematology</li> </ul> <p><b>Rehab:</b></p> <ul style="list-style-type: none"> <li>• Wait time status from August to September:             <ul style="list-style-type: none"> <li>○ <b>Priority 1:</b> Post-Op/Fracture/Pediatric <b>wait time down 33%</b></li> <li>○ <b>Priority 2:</b> Brace fitting, WSIB, Mobility Devices, Staff <b>wait time down 12%</b></li> <li>○ <b>Priority 3:</b> Acute conditions/Urgently indicated by MD <b>wait time down 3 %</b></li> <li>○ <b>Priority 4 and 5:</b> unchanged but hoping to see wait times going down with more group programs starting in November for those with low back pains.</li> <li>○ <b>Total referrals</b> on waitlist during August was 220, total on waitlist during Sept was 207, about 6% reduction in terms of people waiting. T. Hainey commended the Rehab department for being able to reduce wait times.</li> </ul> </li> <li>• FHT has hired a temporary rehab aide to help with our residents.</li> </ul> <p><b>Diagnostic Imaging:</b></p> <ul style="list-style-type: none"> <li>• On-going equipment problems especially with Portable X-Ray unit</li> <li>• Looking at switching contracts</li> <li>• Ultrasound wait times normalized, backlog has been addressed.</li> </ul> <p><b>COVID-Lead and Infection Control Enhancement</b></p> <ul style="list-style-type: none"> <li>• Mike Ashbee continues with his MLT role but is also now adding clinical support to enhance AGH's Infection Control Program starting with organizational gap analysis. He has assumed the COVID-Lead role for the non-LTC operation at AGH with Marie Cornell and Stacey Wood continuing to lead the ECW response.</li> </ul>	

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<ul style="list-style-type: none"> <li>Mike is also leading the re-structuring of the hospital's document management system, OMNI to optimize its functions and to improve staff uptake.</li> </ul> <p><b>Pharmacy:</b> J. Learning noted that this week is Pharmacy week.</p> <p><b><u>Chief Financial Officer Report by B. Beyak-Freamo</u></b></p> <p><b>Financial Summary as at September 30, 2021</b></p> <table border="1"> <tr> <td>Revenue</td> <td>\$5,236,600</td> </tr> <tr> <td>Expenses</td> <td>\$5,206,389</td> </tr> <tr> <td>Surplus/(Deficit) from Hospital Operations</td> <td>\$30,210</td> </tr> <tr> <td>Amortization</td> <td>(\$36,758)</td> </tr> <tr> <td>Total Surplus/(Deficit) from Fund Type 1</td> <td>\$8,425</td> </tr> <tr> <td>Surplus/(Deficit) from Other Votes</td> <td>\$7,281</td> </tr> <tr> <td>Overall Surplus/(Deficit)</td> <td>\$15,706</td> </tr> </table>		Revenue	\$5,236,600	Expenses	\$5,206,389	Surplus/(Deficit) from Hospital Operations	\$30,210	Amortization	(\$36,758)	Total Surplus/(Deficit) from Fund Type 1	\$8,425	Surplus/(Deficit) from Other Votes	\$7,281	Overall Surplus/(Deficit)	\$15,706	
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<ul style="list-style-type: none"> <li>Our GICs have matured and are currently sitting in cash as the rates are low for GICs.</li> <li>We expect payment for Covid-19 expenses soon.</li> <li>From the operating statement, B. Beyak-Freamo noted an increase in Revenue, One-Time Payments for the 2% PSW Enhancement provided by the Ministry.</li> <li>Under Expenses, our Salaries and Wages are up due to new hires, which means increased training costs and vacation coverage.</li> <li>Our Medical &amp; Surgical Supplies is significantly below budget due to our Covid expenses being covered.</li> <li>The hospital's financial situation will be reviewed more in-depth at the next Finance Committee meeting.</li> </ul> <p><b><u>AGH Foundation Report</u></b></p> <ul style="list-style-type: none"> <li>The Foundation will be discontinuing the 50/50 raffle at the end of the year as it requires a lot of time to operate. We will increase advertising for the final three months.</li> <li>The Foundation is looking at other fundraising options.</li> <li>We will be doing a Christmas Campaign, similar to last years. The Foundation will determine what the funds raised will be put towards.</li> <li>The new Foundation board chair for 2021-2022 is Megan Zacharias.</li> <li>People are encouraged to check out the Foundation Facebook page for upcoming fundraising events.</li> </ul>																

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<p><b><u>Chief of Staff Report (shared by J. VanSlyke for Dr. S. Van Der Loo)</u></b></p> <ul style="list-style-type: none"> <li>• Welcomed new locum Dr. Balaraman. He was well received and we hope he will return.</li> </ul>	
<p><b><u>Director of Care, ECW Report – S. Wood</u></b></p> <ul style="list-style-type: none"> <li>• Residents received their influenza vaccines last week.</li> <li>• Continuing to recruit additional PSWs to fill staffing vacancies</li> <li>• Pharmacy transition takes place on October 28</li> <li>• ELDCAP homes (which we are) in Northern Ontario are excluded from the funding provided by the Ministry for the provision of the 4 hours of care per resident. We are happy to note that Advantage Ontario and OH North will be advocating to make ELDCAPs eligible for this funding and also to determine if ELCAPs have to meet the four hours of direct care requirement. Currently we are providing 3 hours of direct care per resident.</li> </ul> <p><b>4.3 2<sup>nd</sup> Quarter Scorecard:</b> J. VanSlyke reviewed the 2<sup>nd</sup> quarter scorecard which was revamped to separate information by department and to use more robust information. The board like the new format and find it easy to read and the information valuable. The scorecard will be presented to the board quarterly.</p> <p><b>MOTION: S. O’Sullivan/J. Dickson</b>  <b>“That the Board approve all reports as presented.”</b></p> <p style="text-align: right;"><b>CARRIED 2021-097</b></p>	
<p><b><u>5. New Business:</u></b></p> <p><b>5.1 Changing Next Board Meeting Date to December 1st:</b> J. VanSlyke proposed changing the next regular board meeting from November 24<sup>th</sup> to the following week, December 1<sup>st</sup> to ensure all of the financial information is available for the board to approve the operating and capital budgets for 2022 – 2023. The board was in favor of the date change. For the December meeting we will meet in-person at the hospital and then enjoy a Christmas dinner together following the meeting.</p> <p><b>6. In-Camera Session</b></p> <p><b>MOTION: T. Hainey/J. Dickson</b>  <b>“That the Board moves to an in-camera session of the meeting at 7:02 pm.”</b></p> <p style="text-align: right;"><b>CARRIED 2021-098</b></p>	

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<p><b>7. Return to Open Session</b></p> <p><b>MOTION: T. Hainey/L. Gauthier Stromberg</b>                      “That the Board returns to open session of the meeting at 8:06 pm.”  <b>CARRIED 2021-099</b></p>	
<p><b>MOTION: L. Gauthier Stromberg/J. Dickson</b>                      “That the In-Camera Agenda (reviewed In-Camera) of October 27, 2021 be approved as presented.”  <b>CARRIED 2021-100</b></p> <p><b>MOTION: S. O’Sullivan/J. Dickson</b>                      “That the Consent Agenda (reviewed In-Camera) including the In-Camera Minutes of September 29, 2021 and MAC Meeting Minutes of October 20, 2021 be approved as presented.”  <b>CARRIED 2021-101</b></p> <p><b>Credentialing (from October 20, 2021 Medical Advisory Committee Meeting)</b></p> <p><b>MOTION: L. Gauthier Stromberg/S. O’Sullivan</b>                      “That the list of professional staff, as presented, be approved for appointment and re-appointment for the remainder of the calendar year 2021.”  <b>CARRIED 2021-102</b></p> <p>The scheduled Nominating Committee meeting will be deferred and board members can review the agenda package for information purposes.</p>	
<p><b>7. DATE OF NEXT MEETING:</b> The next meeting will be held in-person on Wednesday, December 1, 2021 at 5 pm in the hospital boardroom.</p>	
<p><b>8. ADJOURNMENT</b></p> <p>With no further business, the meeting was adjourned at 8:08 pm on a motion by S. Burns/L. Gauthier Stromberg.  <b>CARRIED 2021-103</b></p>	
<p>_____</p> <p>Beth Fairfield, Board Chair</p> <p>_____</p> <p>Jorge VanSlyke, CEO</p>	