



Board of Directors Regular Board Meeting  
September 29, 2021  
**MINUTES**

Present: Beth Fairfield ©, Brad Ricci, VC; Sally Burns, Lorraine Gauthier Stromberg, Stacey O’Sullivan, Tom Hainey, Jorge VanSlyke, CEO; Jennifer Learning, CNO; Brittany Beyak-Freamo, CFO, Stacey Wood, Director of Care, ECW, Dr. Sara Van Der Loo, COS

Guest: Mike McKinnon, Atikokan Progress

Regrets: Jeremy Dickson

Recorder: Bonnie Clairmont Approved: Oct. 27/21

	Action Req’d/Date
<p><b>1.1 <u>Call to Order</u></b> B. Fairfield called the meeting to order at 5:02 pm.</p> <p><b>1.2 <u>Declaration of Conflict of Interest</u></b> - None declared.</p>	
<p><b>1.3 <u>Agenda</u></b> The agenda was reviewed and accepted as presented.</p> <p><b>MOTION: B. Ricci/L. Gauthier Stromberg</b> “That the Board approve the agenda of September 29, 2021 as presented.” <b>CARRIED 2021-085</b></p>	
<p><b>2. <u>Consent Agenda</u></b> The Regular Board Meeting Minutes of August 25, 2021 were reviewed and accepted as presented.</p> <p><b>MOTION: S. O’Sullivan/L. Gauthier Stromberg</b> “That the Board approve the minutes as per 2.1 as circulated” <b>CARRIED 2021-086</b></p>	
<p><b>3. <u>Good News Story/Quality Improvement Highlight:</u></b> J. VanSlyke shared that on September 28<sup>th</sup>, the Ministry of Labour visited the hospital to do an inspection of the long-term care home to ensure Covid safety controls to protect the workers were in place. There were no orders issued. On the same day the ECW also had an unannounced visit from the Ministry of Long-Term Care Compliance. They came to investigate two recent critical incidents. Again, no orders were issued.</p>	
<p><b>4. <u>Reports</u></b> – Provided in September 29, 2021 agenda package.</p> <p><b>4.1 Report from Board Chair:</b> B. Fairfield acknowledged Marlene Davidson for her many years of service on the board and most recently as board chair. She shared that she had attended the Regional Services Committee</p>	

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<p>Meeting on September 2<sup>nd</sup> where the following topics were discussed:</p> <ul style="list-style-type: none"> <li>- <b>Regional Transformation and Integration Updates:</b> Pharmacy – implementation of centralized chemotherapy missing model which will sustain the safe delivery of chemo in 10 existing communities; Laboratory – regional plan is complete, which will ensure the sustainability of lab services across the region; Partnership with Confederation College for a new community based MLA program (5 students to start this fall).; Health Human Resources (HHR) – a regional task force will launch in September to address system level HHR challenges. This will include partners from 12 hospitals, Lakehead University, Confederation College, the Northern Ontario School of Medicine and Ontario Health.</li> <li>- <b>Ontario Health Teams (OHTs):</b> The advancement of OHTs will help to build a system where patients/clients/residents can receive their care from one integrated team.</li> <li>- <b>Education – System (HIS) Renewal</b> and cybersecurity provided by Cindy Fedell. Hospitals in the Northwest are working to update their outdated Health Information Systems. They also continue to work in the area of cybersecurity across the region.</li> </ul> <p>T. Hainey joined the meeting at 5:20 pm.</p>	
<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> We have hired an Executive Lead, Jason Kabel who will start on October 12. Applied for Addictions Funding that will provide AGH with 1 withdrawal treatment bed and 3 supportive treatment beds, if approved. Our OHT also received funding for a patient navigator.</li> <li>- <u>NW Regional Integrated Care Working Group:</u> Received funding for Patient/Systems Navigator.</li> <li>- <u>NW Regional CEO Group:</u> Meeting scheduled on September 30, 2021.</li> <li>- <u>Small Rural and Northern Provincial Leadership Council:</u> Advocating by writing to the government regarding Nursing shortage.</li> <li>- <u>Kenora-Rainy River Regional Lab Program:</u> preparing for succession for 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 (down from 19 to 10) are being tested every 48 hours of hospital shifts.</li> <li>- All future hires require proof of COVID-19 vaccination or medical exemption</li> <li>- Inspection from the Ministry of Labour was held on Sept.28 orders issued.</li> <li>- Travel restriction for outside of Canada is still in effect.</li> </ul>	

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<p><b><i>Operational Update:</i></b></p> <ul style="list-style-type: none"> <li>- <u>Survey Launch</u>: Preparing for public release. Shared with Patient &amp; Family Advisory Committee.</li> <li>- <u>UNIFOR Bargaining</u>: being scheduled in October</li> <li>- <u>Health Professionals Recruitment and Retention</u>: Workplan created to attract more locums, sub-committees identified: Marketing, Finance / Incentives, Welcoming Committee</li> <li>- <u>Language Translation Services</u>: Signed a contract with CanTalk</li> <li>- <u>Surgical Innovation Fund Application</u> not successful</li> <li>- <u>Name Change</u> – committee has been formed, ad out internally and in the community; Recommendation to be shared with board at future meeting.</li> <li>- <u>Accessibility Tour</u> completed and list of needed accessibility changes noted and will be prioritized.</li> <li>- <u>Rehabilitation Department Strategic Planning</u> session</li> <li>- <u>Mental Health On-Call Support</u> formalized. We will now have staff on-call for the Emergency Department 24/7. Board noted this is a good idea to keep staff safe.</li> <li>- <u>Operations Review</u> ongoing</li> </ul> <p><b><u>Chief Nursing Officer Report by J. Learning</u></b></p> <p><b><i>Nursing:</i></b></p> <p>The Safe room is almost complete. Cameras have been installed and we are just waiting for the door. We will then be able to use it for any patients who are struggling with mental health issues.</p> <p>When we had ward clerks’ patients could call the phone in the ER to ask if they should come to the ER or not. Now we don’t have ward clerks so the nursing staff are being pulled from doing patient care frequently to answer this phone. We decided to remove this phone and these sorts of calls will now be directed to the acute nursing desk. We strongly encourage the public to call Telehealth instead of the hospital looking for medical advice.</p> <p>The RNs were recently recertified in Advanced Cardiac Life Support and we also ran a course for ECG interpretation.</p> <p>Starting Sept 7, 2021, we started daily morning huddles that include rehab, lab, DI, Pharmacy, Dietitian and Infection control who all come to a huddle on the floor with the nursing staff to review the patients in the hospital and work as a team to improve communication. It only takes at most 10 minutes and it allows everyone to start their day knowing what is expected of them when looking after the patients on the floor. This new huddle system is working well.</p>	

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<p><b>Rehab:</b></p> <p>We are partnering with the Family Health Team to hire a rehab assistant so the Kinesiologist can run more group programs so they can see more patients in the community. Rehab had a strategic planning session to try to sort out ways to offer more services to more patients.</p>		
<p><b>Lab:</b></p> <p>The lab is going to be able to purchase two new machines in order to improve patient care. Both machines will be paid for by the Atikokan Foundation. The first machine is a blood culture incubator which allows the blood cultures to be properly incubated before being sent out and it will alarm if there is a positive reaction. The second machine is a PCR based molecular machine that will be used to test for MRSA and VRE and it will also do COVID-19 and flu swabs eventually. Ironically the ask for this machine came about because of the nursing huddles and sharing information with other departments.</p>		
<p><b><u>Chief Financial Officer Report by B. Beyak-Freamo</u></b></p>		
<p><b>Financial Summary as at August 31, 2021</b></p>		
Revenue	\$4,160,192	
Expenses	\$4,347,503	
Surplus/(Deficit) from Hospital Operations	(\$187,312)	
Amortization	(\$30,632)	
Total Surplus/(Deficit) from Fund Type 1	(\$194,148)	
Surplus/(Deficit) from Other Votes	(\$3,324)	
Overall Surplus/(Deficit)	(\$196,472)	
<p>The vast majority of our deficit is due to wages and benefits. The summer is peak time for vacation, so we are paying vacation dollars, as well as paying for coverage. We also hired a few new nurses as well as a few new people in housekeeping and dietary, so there are training and orientation costs associated with that.</p>		
<p>The bulk of this deficit was accumulated from April-July. In August, our monthly deficit was only \$31. Meaning that the money coming in, is enough to cover the money going out.</p>		
<p>Our assets are remaining high, with our bank sitting at just over \$1,000,000 at the end of August and our investments at \$1,495,000.</p>		

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<ul style="list-style-type: none"> <li>• Not included in the financial summary shared are “unconfirmed” revenues of \$263,163. We did not set this up as a receivable as we are waiting on confirmation of actual amounts. This includes:                             <ul style="list-style-type: none"> <li>○ Funding from the NOSM summer placement program \$8,880</li> <li>○ Northern Ontario Heritage Fund Corporation \$7,963</li> <li>○ Lifelabs (partial receivable set up each month) \$23,750</li> <li>○ COVID incremental operating expenses were changed and we did not qualify for any as of April 1<sup>st</sup>. However, the MOH has come back and said they will cover April-June, which totals \$55,370</li> <li>○ COVID Assessment Centre- we have not yet received a funding agreement for this; however, if it follows the same formula as the previous year, it will total \$167,200.</li> </ul> </li> </ul> <p>Another ongoing project is our ICIP Sprinkler and HVAC upgrade. We are currently working with the NSC and Richard to award the tender for the Sprinkler project. The quotes came in higher than expected so we are working with the vendors to hopefully reduce costs. A meeting is scheduled with RNI to discuss the HVAC design.</p> <p><b><u>AGH Foundation Report</u></b></p> <ul style="list-style-type: none"> <li>• The 50/50 raffle continues to earn money for the Foundation, and now that COVID restrictions have lifted, the board is able to go around town selling tickets.</li> <li>• We started a \$100 Early Bird draw to hopefully increase ticket sales early on each month.</li> <li>• So far we have earned approximately \$50,000 in profits</li> <li>• We have ramped up our Facebook ads; we just need more people to like our page, so that the ads will reach more people.</li> <li>• The Foundation held their AGM on Sept 21<sup>st</sup></li> <li>• At March 31, 2021, the Foundation had a surplus of \$71,469, which is a result of an increase in revenues from the lottery</li> <li>• We are starting to think about what we want to do for our Christmas Campaign, likely to be a mail out similar to last year</li> <li>• The Foundation has approved a few more capital purchases, including two pieces of equipment for the lab and the clinical cart for OTN.</li> <li>• The Foundation is in need of an AGH Board representative for this fiscal year.</li> </ul> <p><b><u>Chief of Staff Report by Dr. S. Van Der Loo)</u></b></p> <ul style="list-style-type: none"> <li>• Physicians have been extremely busy. We are down three physicians (2 left town and one on indefinite medical leave). We are scrambling to keep the ER staffed and provide clinic coverage.</li> </ul>	

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<ul style="list-style-type: none"> <li>• Working to hire a regional transfer nurse for “treat and return” patients. This would mean we would not have to send an AGH nurse with patients.</li> <li>• The Health Information System is moving forward. They are working on creating a RCCR program for pediatrics. This system connects our ER to the ICU at Thunder Bay Regional via Telemedicine.</li> <li>• L. Gauthier Stromberg asked if we are currently seeing a nursing shortage and J. Learning noted that at this time our nursing complement is full. We can’t be complacent though, as by losing one or two nurses would put us in a bad situation. Dr. Van Der Loo noted said the same is for physicians.</li> <li>• T. Hainey asked about the recruitment process for physicians. Dr. Van Der Loo shared that some of our current physician staff were signed on after working at the hospital as locums. We haven’t had the need for locums and with the Covid pandemic restrictions, many locums have settled into other permanent positions. Based on the needs in the region, Dr. Van Der Loo is not optimistic that finding new physicians will be an easy fix.</li> </ul>	
<p><b><u>Director of Care, ECW Report – S. Wood</u></b></p> <ul style="list-style-type: none"> <li>• Had two Ministry visits on September 28<sup>th</sup>. Both went well.</li> <li>• The 3<sup>rd</sup> dose Covid vaccine booster was administered to our LTC residents.</li> <li>• We are replacing windows in the Extended Care Wing. So far this hasn’t been too much interference with our residents.</li> <li>• We are still looking for volunteers to help in the Extended Care Wing.</li> <li>• Visitor restrictions have been lifted.</li> <li>• We have a contract with Rexall for pre-packaged meds with is compliant with the LTC Act. CareRX is transitioning to a Thunder Bay location. We will now have a clinical pharmacist come quarterly to review medications and do audits.</li> <li>• We are short staffed two PSWs.</li> <li>• L. Gauthier Stromberg noted that Confederation College has offered PSW training. S. Wood noted that we can not hire these PSW candidates until they have a college nursing or PSW certificate. We hope to make use of some of these students upon graduating from the PSW course.</li> </ul> <p><b>MOTION: B. Ricci/S. O’Sullivan</b>  <b>“That the Board approve all reports as presented.”</b></p> <p style="text-align: right;"><b>CARRIED     2021-087</b></p>	

	Action Req'd/Date
<p><b>5. <u>New Business:</u></b></p> <p><b>5.1 Board Representation for Committees:</b> The board reviewed the list of board-attended committees and L. Gauthier Stromberg will sit on the Atikokan Family Health Team committee; S. O’Sullivan will sit on the Fiscal Advisory and Quality Improvement and Risk Management committees and B. Ricci will sit on the Ethics committee. B. Beyak-Freamo will ask the Atikokan Foundation board if their meeting time can be changed to accommodate AGH board member attendance. The Health Professionals Recruitment &amp; Retention (HPRR) terms of reference will be reviewed to see if an AGH board representative is required.</p> <p>The board took a ten-minute recess, returning at 6:17 pm.</p>	<p>B. Beyak-Freamo to ask Foundation about meeting time change.</p> <p>HPRR to review their TOR.</p>
<p><b>6. In-Camera Session</b></p> <p><b>MOTION: S. Burns/L. Gauthier Stromberg</b>                      “That the Board moves to an in-camera session of the meeting at 6:17 pm.”  <b>CARRIED 2021-088</b></p> <p><b>7. Return to Open Session</b></p> <p><b>MOTION: T. Hainey/S. O’Sullivan</b>                      “That the Board returns to open session of the meeting at 6:48 pm.”  <b>CARRIED 2021-089</b></p> <p><b>MOTION: B. Ricci/L. Gauthier Stromberg</b>                      “That the In-Camera Agenda (reviewed In-Camera) of September 29, 2021 be approved as presented.”  <b>CARRIED 2021-90</b></p> <p><b>MOTION: S. O’Sullivan/S. Burns</b>                      “That the Consent Agenda (reviewed In-Camera) including the In-Camera Minutes of May 26 and August 25, 2021 and MAC Meeting Minutes of June 16 and September 15, 2021 be approved as presented.”  <b>CARRIED 2021-91</b></p> <p><b>Credentialing (from September 15, 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 2021-92</b></p> <p><b>New Board Member</b></p> <p><b>MOTION: B. Ricci/L. Gauthier Stromberg</b>                      “That Tom Hainey be appointed to the Atikokan General Hospital Board of Directors for a three-year term ending June, 2024.”  <b>CARRIED 2021-93</b></p>	

<p><b>7. DATE OF NEXT MEETING:</b> The next meeting on Wednesday, October 27, 2021 at 5 pm, followed by the Governance and Nominating Committee meetings.</p>	
<p><b>8. <u>ADJOURNMENT</u></b>                  With no further business, the meeting was adjourned at 6:52 pm on a motion by S. O’Sullivan/L. Gauthier Stromberg. <b>CARRIED 2021-094</b></p>	
<p>_____</p> <p>Beth Fairfield, Board Chair</p>	<p>_____</p> <p>Jorge VanSlyke, CEO</p>