



**Campbellford Memorial Hospital**  
**Board of Directors Meeting**  
 Tuesday, March 29<sup>th</sup>, 2022 @ 4:00 PM

**PRESENT:** Kevin Huestis (Chair), Nancy French, Karen MacGinnis, Sandra Chapman, Jennifer Glover, Eric Hanna, Sandra Conley, Michael Bunn, Alysia English, Carrie Hayward, Trish Wood, Paul Nichols, Liz Mathewson, Dr. Bruce Bain, Robbie Beatty, Patricia McCallister, Dr. Kelly Parks, Bruce Thompson, Douglas Hunt

**REGRETS:** Meghan McCarrell

**GUESTS:** Peter Mitchell (Recorder), Karen Guy (HR Manager), Mark O’Dell (CFO), Rachele Williams (Finance Manager),

AGENDA ITEMS & DISCUSSION	DECISION POINTS
<b>1. CALL TO ORDER</b>	Kevin Huestis Called the meeting to order at 4:15 PM
1.1 Confirmation of Quorum	A Quorum was confirmed
1.2 Approval of Agenda	Trish Wood Moved that the Agenda by Approved as Circulated.  Seconded by Carrie Hayward.  Carried.
1.3 Declaration of Conflicts of Interest	No Conflicts were declared
<b>2. EDUCATION SESSION</b>	
2.1 Patient Story  Mary Lachapelle shared her story related to her daughter’s experience in the ED after she had had a motor vehicle accident. Her primary concern was that her 17 year old daughter	

<p>was not allowed to have a parent with her in the ED even though the information on the website stated that anyone 17 and under could have a visitor with them.</p> <p>Alysia English acknowledged that as a 17 year old her daughter should have been allowed a visitor with her in the ED.</p> <p>Karen MacGinnis acknowledged that the board has heard her concerns and her feedback and thanked her for sharing her story. Prior to leaving the meeting Mary Lachapelle again stressed the importance of proper communication.</p>	
<p>2.2 Community Care Northumberland</p> <p>Trish Baird presented an update to the board of directors regarding the work that Community Care Northumberland does in Campbellford. She highlighted that:</p> <ul style="list-style-type: none"> <li>• CCN has four locations throughout the county and approximately 70 full and part time staff and over 600 volunteers that serve over 6000 people throughout the county.</li> <li>• They provide transportation services to bring clients to appointments and other errands.</li> <li>• They do a variety of wellness programs and provide hospice care (Ed's House) in Hamilton Township. This facility has 10 resident suites, 6 currently operational and 4 have are awaiting funding.</li> </ul> <p>She also highlighted some of the partnership agreements with CMH such as administration, IT services, and they are a tenant in the Multicare lodge.</p> <p>She explained to the board that CCN works with CMH on the (Ontario Health Team Northumberland (OHT-N) as well as the palliative care community team. Many patients also use the transportation services provided by CCN to get to and from the hospital. They also work closer with the discharge planning to help provide services to patients during and after discharge.</p>	
<p><b>3. CONSENT AGENDA</b></p> <p><i>(The following items/recommendations have been identified as part of the consent agenda for the regular meeting. Directors are encouraged to contact the Board Chair, CEO or EA to</i></p>	<p>Bruce Thompson Moved to Accept the items in the Consent Agenda that had been circulated prior to the meeting.</p>

<p><i>the CEO/Board in advance of the meeting if there are questions about a listed consent agenda item. Any Director may request that any of the Materials be moved to the Board or Committee meeting agenda.)</i></p>	<p>Seconded by Robbie Beatty</p> <p>Carried</p>
<p>3.1 Board of Directors Meeting Minutes of February 22/2022</p>	
<p>3.2 Governance Committee Meeting Minutes of March 8/2022</p>	
<p>3.2.1 Community Members for Board Committees Policy</p>	
<p>3.3 Quality Committee Meeting Minutes of March 15/2022</p>	
<p>3.4 Finance Committee Meeting Minutes of March 22/2022</p>	
<p>3.4.1 Asset Protection Policy – 3-005</p>	
<p>3.4.2 Fiscal Parameters Policy – 3-030</p>	
<p>3.4.3 Perquisites Policy</p>	
<p>3.4.4 Renewal of Banking Arrangements</p>	
<p>3.4.5 Operating Statements Q3</p>	
<p>3.5 CMH Foundation Executive Director Report</p>	
<p>3.6 Auxiliary to CMH Report</p>	
<p><b>4. BUSINESS ARISING/COMMITTEE MATTERS</b></p>	
<p>4.1 Finance/Audit Committee</p>	
<p>4.1.1 Operating Budget 22/23</p> <p>Liz Mathewson and Eric Hanna noted that CMH currently has a \$900,000 projected operating deficit for the 2022/2023 fiscal year. The board was informed that as a result of the projected deficit the Finance Committee did not approve the budget and instead directed management to find additional options to find a more long term solution. It was explained to the board that there is a long-term structural deficit that has not been apparent in recent years due to the influx of one time funding from the Ministry of Health.</p>	

<p>Carrie Heywood noted that projections for patient revenue is quite a bit higher than last year and was wondering where that revenue was going to be coming from. Mark O’Dell explained that during COVID many patient amenities were not being billed. For instance, patients upgraded and placed in semi-private or private rooms because those rooms were available and the hospital thought it would be beneficial, were not charged. Parking charges were also not being enforced and television service will now be billed as well.</p> <p>Eric Hanna suggested that with Anna Greenberg from the MOH coming to next month’s meeting it would be a good time for the board to ask her about possible solutions to the deficit issue. Eric also suggested we move forward asking MOH for a base funding increase while laying out the consequences of the ministry not providing additional funding, such as the potential need to cut services.</p> <p>Mark O’Dell also noted that in addition to the \$5 million the hospital received several years ago to stabilize operations, we also received \$700,000 last year and \$600,000 this year for operating pressures and we are still projecting a deficit. He noted that true structural deficit is around \$1 million a year when these one-time infusions are removed.</p>	
<p>4.1.2 Capital Budget 22/23 and 5 year Capital Plan</p> <p>Mark O’Dell and Eric Hanna spoke to the Capital budget that was circulated prior to the board meeting. Eric noted the cost of the generator replacement is now more than \$5 million, originally it was less than \$1 million. The board also discussed some of the options in case the generator fails, such as getting a portable generator brought in.</p>	<p>Motion to approve the Capital Budget as presented.</p> <p>Moved by Michael Bunn</p> <p>Seconded by Karen MacGinnis.</p> <p>Carried.</p>
<p><b>5. NEW BUSINESS</b></p>	
<p>5.1 Introduction of Physician Leadership Award</p> <p>Dr. Bain presented to Dr. Henderson the new award that is being named in his honour. “The Dr. Henderson Physician Leadership Award.”</p>	
<p>5.2 COVID-19 Update</p>	

<p>Alysia English provided the board a brief update on the COVID-19 situation at the hospital and noted that numbers are all in decline right now.</p> <p>Alysia also noted that the provincial direction is largely moving towards how to live with COVID rather than further restrictions and the hospital is doing risk assessments based on local factors when considering easing restrictions here. She noted that visitors are allowed again, and only 1 at a time, but multiple visitors can come.</p> <p>In the ED, everyone can now bring one support person. Noted many of the services that had been restricted are up and running again, like the sleep clinic, endoscopy suite and ambulatory care.</p> <p>She also told the board she is hopeful volunteers on the main level will be allowed in the next week or so. Next steps include allowing visitors to visit the cafeteria and opening the gift shop.</p>	
<p>5.3 Extension of Multi-Sector Service Accountability Agreement</p> <p>The Extension of the MSSAA was presented to the board for approval.</p>	<p>Motion to Approved the MSSAA extension</p> <p>Moved by Carrie Hayward</p> <p>Seconded by Sandra Conley</p> <p>Carried</p>
<p>5.4 Extension of Hospital Service Accountability Agreement</p> <p>The Extension of the HSAA was presented to the board for approval.</p>	<p>Motion to Approved the HSAA extension</p> <p>Moved by Trish Wood</p> <p>Seconded by Robbie Beatty</p> <p>Carried</p>

<p>5.5 Nomination of New Directors</p> <p>Karen MacGinnis provided a brief update on the process of bringing on new directors. She also reminded board members to complete the skills matrix document and send to the EA. Karen noted that if you have completed year 3 and 6 and intend to stay on the board you also need to complete the self-evaluation tool and will be interviewed by the nominating committee. Karen highlighted that there will be 3 director positions open and a number of community member positions. Karen also noted a chair position would be open as well.</p> <p>The board was provided a brief up on the AGM as well. They were told it is usually held jointly with the foundation. The foundation AGM is first. Annual reports are presented at that time as well as the auditors report and the elections and re-elections of directors.</p>	<p>Anyone who wants to be part of the nominating community should let Karen MacGinnis know.</p>
<p>5.6 Strategic Planning Short Term Goals</p> <p>Kevin Huestis noted this was a very well put together process and that having this process in place would be beneficial moving forward for future strategic planning and goal setting initiatives.</p> <p>Eric Hanna noted that one of the goals of accomplishing goals is to ensure there is patient involvement in the process. Eric highlighted several of the ways in which other organizations engage patients and families. Eric also noted that the evidence for the goal targets have not been completely flushed out yet but informed the board that they should be ensuring management does eventually present that information to the board. Eric noted these goals are designed to begin on April 1<sup>st</sup> and progress should be presented to the board on a quarterly basis.</p> <p>Sarah Turner highlighted there are 5-year goals that were outlined and each pillar has 2 1-year goals going forwarded. Sarah spoke specifically to the quality goals to give the board an example of what the goals were and why targets are set how they are. Sarah also highlighted how one of the goals is to try to establish greater strategic partnerships.</p> <p>Carrie Hayward noted that having a target as merely exploring additional partnerships is not a very lofty ambition and should be higher. Carrie also highlighted that management</p>	<p>Eric asked the board to approve the goals as presented with the intention of them being reviewed at the committees going forward.</p> <p>Moved by Nancy French</p> <p>Seconded by Bruce Thompson</p> <p>Carried.</p> <p>Eric Hanna noted a one pager will be completed, with mission vision and values, 5 year and 1 year goals.</p>

<p>onboarding targets should be higher as well. Eric Hanna explained they are a work in progress still and there is certainly room for improvement and changes.</p>	
<p><b>6. REPORTS</b></p>	
<p>6.1 Chief of Staff</p> <p>Dr. Bain presented his report as circulated prior to the meeting and noted they are still struggling to get the College of Physicians and Surgeons to approve a new ED physician’s license. Physician staffing in the ED remains stable, but it is tenuous at times.</p> <p>Dr. Bain also told the board there are international physicians who want to come on and work at CMH, but there are issues with supervision and the amount of time people need to be supervised before being able to practice independently.</p> <p>Dr. Bain noted an agreement with the on call psychiatrist has been delayed as the organization who would be providing the service has lost a few psychiatrist in recent weeks. The intention of the program would be someone showing up at the ED with Mental Health concerns would have access, even virtually, to an on call psychiatrist. This delay will likely push back the start date of the program by six months.</p> <p>Dr Bain also noted the virtual care clinic across from the hospital is going to increase their capacity and CMH is working to collaborate with them so we can potentially divert patients who come to the ED who maybe do not need to be there. Dr. Bain spoke to a virtual ED model that a hospital in PEI uses at times and he is exploring the possibility of using this type of model for internists.</p> <p>Dr. Bain also provided a brief update related to EPIC. There was a brief conversation regarding 4<sup>th</sup> doses of COVID vaccines. Dr. Bain also spoke to the ongoing discussion with Northumberland paramedics to get a paramedic to help with shifts in the ED when there is a nursing shortage.</p>	
<p>6.2 Interim President and Chief Executive Officer</p>	

Eric Hanna presented his report that was circulated prior to the meeting. There were no questions.	
<b>7. FUTURE AGENDA ITEMS</b> <ul style="list-style-type: none"> <li>• Risk Management Plan</li> </ul> Community Engagement and Communications Policy	
<b>8. Next Meeting Date – Tuesday, April 26<sup>th</sup>, 2022 at 4 pm</b>	
<b>9. MOTION TO ADJOURN THE OPEN MEETING &amp; MOVE INTO THE IN-CAMERA MEETING</b>	Motion to Adjourn and move into the in-camera portion of the meeting.  Moved by Karen MacGinnis  Seconded by Bruce Thompson  Carried