

Perth and Smiths Falls District Hospital

Board of Directors Meeting

Tuesday, February 23, 2021

Via Videoconference @ 7:30 a.m.

PRESENT: S. Bird, G. Church, K. Clupp, C. Dolgowicz, L. Drynan, J. Fenik, Dr. B. Guppy, J. Hewitt, B. Hirst, Dr. W. Hollis, D. Howard, Chair, Dr. A. Kuchinad, S. Pankow, Dr. M. Roberts, N. Shaw, Dr. K. Stolee, A. Thomlinson

REGRETS: -

IN ATTENDANCE: D. Hodgins, VP, Finance & Support Services, K. Kelly, Recording Secretary, M. Hallam, ED, Dr. K. Wickens, Chair, GWM Foundation, M. Young, President, GWM Auxiliary, H. Bedor, ED, LCSS

1. Call to Order – D. Howard

D. Howard, Chair, called the meeting to order at 7:30 a.m.

2. Chair's Remarks – D. Howard

D. Howard remarked that the first Joint Conference Committee meeting took place February 2, 2021. A copy of the meeting report is included in today's materials.

The Chair welcomed H. Bedor, ED, Lanark County Support Services (LCSS) to the today's meeting. H. Bedor will provide an update on LCSS. D. Howard also welcomed M. Hallam, ED and Dr. K. Wickens, Chair of the PSFDH Foundation. She noted that there have been many big moments for the organization such as the 25th anniversary of the hospital amalgamation, the 40th anniversary of the hospital sponsorship of Lanark County Support Services and the merging of foundations.

3. Patient & Family Centred Care – N. Shaw

Prior to hearing the recorded patient journey, D. Howard shared an email received after a recent Board Quality Committee meeting received from a staff member. The following email recognized the work of the staff and senior leadership over the last year during the pandemic.

"There is no doubt that this has been a difficult year. The resilience the IPAC team, Occ health, and the staff in general have shown is inspiring. But I do think the Senior Leadership Team need to be recognized for the way they have handled this pandemic. They have been open with us as their team and ensured we could approach them any time. Barry treats this hospital like every decision personally affects him, and every avenue is explored. As I report directly to Nancy, the consideration and time she gives to me on top of all her other responsibilities is amazing. I am grateful for her guidance and expertise every day."

At this point, the members received an audio version of a patient journey. The board appreciated the recording and supported this type of reporting until a time when in-person reports can be provided. All agreed that it is very helpful to hear the patient tell the story.

4. Declaration of Conflict of Interest – D. Howard

No conflicts were declared. D. Howard reminded members to declare at any point during the meeting.

5. Approval of Agendas

a) Regular Meeting and Consent Agendas

Regular Meeting Agenda

RESOLUTION No. 15/21

MOVED by L. Drynan

SECONDED by Dr. W. Hollis

The regular meeting agenda was approved as presented.

CARRIED.

Consent Meeting Agenda

RESOLUTION No. 16/21

MOVED by A. Thomlinson

SECONDED by C. Dolgowicz

The consent agenda was approved as presented.

CARRIED.

Approval of Minutes

D. Howard advised that draft minutes for board and committee meetings will be circulated 10 days following meeting.

RESOLUTION No. 17/21

MOVED by J. Hewitt

SECONDED by B. Hirst

THAT The PSFDH Board of Directors approved the draft January 26, 2021 minutes as presented.

CARRIED.

6. Foundations & Auxiliaries

D. Howard welcomed Marilyn Young, Margot Hallam, Dr. Kathy Wickens to the meeting.

a) PSFDH Foundation – M. Hallam, Dr. K. Wickens

M. Hallam provided an update on recent events of the new foundation activities. A board retreat was held the previous weekend and operational matters and logistics continue to be coordinated. The team is working hard to build a strong foundation for the new foundation. She noted that Dr. B. Guppy and G. Church are *ex officio* Foundation board members.

Dr. K. Wickens highlighted that the new board composition is a good reflection of community and skills.;

b) GWM Auxiliary – M. Young

M. Young provided an update on Auxiliary work. A copy of her report will be posted to the portal following the meeting.

D. Howard acknowledged the work of the Auxiliary.

7. Sponsored Agencies

7.1 Lanark County Support Services (LCSS) – H. Bedor, Executive Director

H. Bedor referred the members to the written report included in the materials and highlighted the following:

- Gathering Grounds Café is closed to the general and is being used for employment skills training. Redeploy staff to support in other areas;

- the community participation supports of Life Skills and Activity Centre reopened in the 2nd quarter and continued to operate into the 3rd quarter until the provincial lock-down in late December;
- the organization shifted to a virtual service model which has provided opportunities such as guest speakers, literacy supports and communication supports and activities to support mental health wellness;
- LCSS presented at a recent COVID-19 Lessons Learned event for internal Ministry of Children and Community Social Services staff;
- LCSS successfully completed a Quality Assurance Measures compliance inspection on February 16, 2021.
- LCSS is celebrating its 40th anniversary this and the organization is considering ways to recognize this milestone.

N. Shaw and Dr. K. Wickens left the meeting at 8:00 a.m.

Dr. B. Guppy acknowledged H. Bedor for her personal attention to detail to work through the pandemic and communicate with families, clients and staff.

8. Action Items

8.1 Leadership Report – Dr. B. Guppy

Dr. B. Guppy referred the members to the February 2021 Leadership Report which was shared in advance of the meeting. His report aligned with Dr. K. Stolee's report to avoid repetition.

He highlighted the following:

- Diagnostic imaging and surgery backlogs are decreasing. The DI services were enhanced with additional hours and addition of items such as new cardiac monitors, additional (leased) ultrasound unit.
- COVID-19 modelling numbers were been realized as predicted for the month of February 2021. There continues to be concerns regarding the variants of COVID. There was minimal movement of GTA patients to this area but no patients arrived at PSFDH.

Discussion ensued regarding the increase in pneumonia cases and the increase could be related to COVID pneumonia. Dr. Kuchinad suggested that more patients present with chronic diseases as well.

Dr. Guppy advised that despite news reports that some vaccine types no longer require the deep freezer; PSFDH will continue to handle per the label as it has not yet been changed by Health Canada. He added that PSFDH is planning two vaccination clinics based on availability of supplies and the clinics were organized with LGL District Health Unit. He acknowledged the work of staff in the clinic coordination.

RESOLUTION No. 18/21

MOVED by K. Clupp

SECONDED by B. Hirst

THAT the PSFDH Board of Directors accepts the Leadership Report as presented.

CARRIED.

8.2 Chief of Staff Report – Dr. K. Stolee

Dr. Stolee referred the members to the report included in the meeting materials. She highlighted the following items:

- Recruitment efforts continue for urology and ophthalmology.
- The professional staff are excited about the upcoming COVID-19 vaccination clinics.
- She shared the positive feedback from the medical staff related to the strategic planning sessions held at the end of January 2021.
- PSFDH will have a 6-month pilot fertility program initiative; the demand for the services will be gauged and a decision to continue will be made after the six months.

At this point, she brought asked for a motion regarding the Chief of Family Medicine.

Recommendation for Dr. Peter Cuniffe – Chief of Family Medicine
RESOLUTION No. 19/21

MOVED by G. Church
SECONDED by J. Hewitt

THAT the PSFDH Board of Directors accepts the recommendation of the Medical Advisory Committee and approves the appointment of Dr. Peter Cuniffe as the new Chief of Family Medicine for the term April 1, 2021 to March 31, 2024.

CARRIED.

A general discussion ensued regarding physician recruitment in the area. PSFDH will not be issuing a media release on the successes at this point. Determining how many family physicians are needed is based on hospital and community needs. Dr. K. Stolee commented that newer physicians are taking on unattached patients and accepting patients from beyond our community.

Dr. A. Kuchinad suggested that there should be no communication until the physician practice is operational and it should be coordinated with the physicians to ensure that they are comfortable with the message.

Dr. B. Guppy commented that historically, the community health centres and nurse practitioner clinics supported unattached patients. Currently, the OHT is linking unattached patients with the primary care community. PSFDH tracks unattached patient information and can request updated information.

RESOLUTION No. 20/21

MOVED by J. Fenik
SECONDED by G. Church

THAT the PSFDH Board of Directors accepts the Chief of Staff Report as presented.

CARRIED.

D. Howard reminded the members that key decision resolutions are now posted in advance of the meeting in an effort to streamline and support more efficient meeting discussions.

8.3 Liaison Committee – Dr. W. Hollis

Dr. W. Hollis reported that M. Hallam and Dr. K. Wickens attended a recent Liaison Committee meeting. The existing Committee terms of reference will require updating (in relation to “foundations”). The Liaison Committee endorsed having the PSFDH Foundation Chair or representative join the Liaison Committee as a member.

RESOLUTION No. 21/21

MOVED by Dr. W. Hollis
SECONDED by G. Church

THAT the PSFDH Board of Directors accepts the recommendation of the Liaison Committee and approves extending an invitation to PSFDH Foundation to have the PSFDH Foundation Board Chair or designate participate as an ex officio member of the PSFDH Liaison Committee.

CARRIED.

8.4 Lanark, Leeds & Grenville OHT Collaborative Decision Making Framework – Dr. B. Guppy

Dr. B. Guppy reviewed the slides prepared outlining the LLG OHT Collaborative Decision Making Framework and supporting documents. He advised that the CDMA does not require the board chair

signature but only the provider lead. He noted that this type of agreement is required of all approved OHTs for submission to the Ministry in order to receive implementation funding.

Dr. B. Guppy stated that the framework is not intended to create any contractual or legally enforceable obligation on members of the OHT, including CEOs, board chairs, health care providers, officers, employees or anyone else. The OHT will remain a coalition.

He reviewed the steps in the process and indicated that a joint governor's session will be held March 8. The providers involved in the OHT are each seeking the approval and sign-off on the CDMA Attestation form by CEO/EDs or Board Chair (for submission by March 15, 2021.)

Discussion ensued regarding financial obligations on the hospital and related processes should the OHT receive seed money. Dr. B. Guppy indicated that the CEO would need to come back and seek board approval and processes would need to be developed if there are any resource implications or impacts on the accountability agreements, etc. The CEO would report regularly on the OHT progress.

J. Hewitt expressed his concern of exposing the hospital and board for supporting the CDMA and asked if there were any risks related to the motion to support. Dr. B. Guppy commented that he does not see any risks related to the CDMA as it is not a legally binding document. He added that he could seek a legal opinion on the matter. D. Howard highlighted that the CDMA is not legally binding but to pass the motion today shows a willingness to support the OHT. She noted that there could be risk in not supporting.

Dr. B. Guppy suggested that if there is no motion today and he simply signs off on the CDMA, would this mitigate the risk and satisfy the concerns. J. Hewitt referenced recent cases where some organizations did not participate legally but were involved in outcomes.

As the matter is not time sensitive, it was suggested that a legal review take place and defer the decision to support rather than move forward and defeat the resolution. More discussion to take place at the March 8 joint governor's session. D. Howard suggested that the Extended Executive Committee consider the matter if all questions are met by March 8.

Dr. B. Guppy added that the LGL OHT did not have a final legal review of the CDMA as it was developed based on the template developed by Borden, Ladner, Gervais LLP.

Dr. M. Roberts left the meeting at 9:08 a.m.

Secretary's note: the legal response will be posted to the board portal and included in the draft February 2021 Board meeting minutes.

The decision was deferred to support PSFDH sign off.

9. Business Arising from Minutes

Nil.

10. New Business

Nil.

11. Board Committee Reports

11.1 Joint Conference Committee (JCC) – February 2, 2021 – D. Howard

D. Howard reported that the JCC met on Tuesday, February 2 and the meeting report was included with the board materials. Dr. Kuchinad will provide the Medical Staff Association report on behalf of Dr. Roberts. She suggested bringing forward this item on the agenda. The JCC will meet again on Tuesday, March 2.

J. Fenik left the meeting at 9:14 a.m.

11.2 Extended Executive Committee – February 10, 2021 – D. Howard

D. Howard reported that the Extended Executive Committee considered the request from Lanark County Mental Health to purchase a vehicle for the mental health outreach initiative. The Committee considered this matter due to the time sensitive nature of the request.

11.3 Board Quality Committee – February 11, 2021 – L. Drynan

The Committee Report was included with the meeting package. L. Drynan commented that the quality of presentations given by staff and management receiving positive feedback.

11.4 Liaison Committee – February 12, 2021 – Dr. W. Hollis

a) Committee Report to Board

The Committee report was included in the materials. Dr. Hollis noted that the Liaison Committee requested the Governance Committee to review the possibility of including the PSFDH Foundation as *ex officio* on the Hospital Board.

11.5 Finance Committee – February 18, 2021 – K. Clupp

K. Clupp noted that the monthly report is included in the materials for information. He stated that the deficit is due to COVID and in its absence, PSFDH would have a balanced budget. The Finance Committee received the draft budget presentation with more information and discussion during today's closed session.

13.2 Medical Staff Report – Dr. A. Kuchinad for Dr. M. Roberts

On behalf of Dr. M. Roberts, Dr. A. Kuchinad brought forward the concerns or points of consideration to the meeting:

- Covid-19 Vaccine availability
 - Lack of supply to front line health workers
 - Perceived injustice in allocation
 - Lack of communication from Ministry / Province / Federal Government
- Ongoing workload under stress
 - Burnout
 - Morale
- Access to diagnostic imaging services
- Access to Hospice / Mental health and Palliative care services
- Communication

He noted that the Joint Conference Committee will meet on Tuesday, March 2 and this will serve as the forum to support open communication. Dr. Kuchinad added more regular engagement with the Board would be helpful.

G. Church commented that he attended the February 2 Joint Conference Committee and appreciated the frank and open discussion. He recommended regularly meetings (semi or quarterly) in an effort to remove any communication barriers.

M. Young, M. Hallam and H. Bedor left the meeting at 9:23 a.m.

12. Closed Session Items

RESOLUTION No. 22/21

MOVED by Dr. W. Hollis

SECONDED by A. Thomlinson

THAT the PSFDH Board of Directors moved to a closed session at 9:23 a.m.

CARRIED.

RESOLUTION No. 23/21

MOVED by C. Dolgowicz

SECONDED by B. Hirst

THAT the PSFDH Board of Directors moved out of the closed session at 9:55 a.m.

CARRIED.

Approval of Closed Session Notes

RESOLUTION No. 24/21

MOVED by K. Clupp

SECONDED by G. Church

THAT the PSFDH Board of Directors approved the January 26, 2021 closed session notes as presented.

CARRIED.

Appointments of Professional Appointments

RESOLUTION No. 25/21

MOVED by L. Drynan

SECONDED by Dr. W. Hollis

THAT the PSFDH Board of Directors accepts the information and applications for professional appointments as presented and reviewed by the Chief of Staff and approves the requests of appointment, reappointment and privilege changes as follows:

NEW APPOINTMENTS:

NAME	C	PRIM D	X requested	REVIEWER
Dr. Robert Riddell	CO	EM	NO	Dr. J. Simpson
Dr. Eileen Ten Cate	LT	FM	NO	Dr. G. Hendry
Dr. Irene Lamothe	AS	FM	SX-SA	Dr. G. Hendry

REAPPOINTMENTS:

NAME	C	AP	D	X	REVIEWER	TERM
Baldauf, Christian	C	N	DI	-	Dr. Parikh	Jun 1/21 to May 31/22
Butler, R. Jonathan	C	N	DI	-	Dr. Parikh	Jun 1/21 to May 31/22
Donovan, Andrea	C	N	DI	-	Dr. Parikh	Jun 1/21 to May 31/22
Guo, Lancia	C	N	DI	-	Dr. Parikh	Jun 1/21 to May 31/22
Jabs, Doris	C	N	DI	-	Dr. Parikh	Jun 1/21 to May 31/22
Minnis, Shantel	C	N	DI	-	Dr. Parikh	Jun 1/21 to May 31/22
Sadaf, Arifa	C	N	DI	-	Dr. Parikh	Jun 1/21 to May 31/22
Tynan, Jennifer	C	N	DI	-	Dr. Parikh	Jun 1/21 to May 31/22
Al Nakshabandi, Nizar	C	N	DI	-	Dr. Parikh	Jun 1/21 to May 31/22

FOR CHANGE IN PRIVILEGE

NAME	CURRENT C	C REQUESTED	AP	D	REVIEWER
Dr Jonathan Moulton	associate	active	yes	FM/EM	Hendry/Simpson

CARRIED.

Operating Budget 2021/22
RESOLUTION No. 26/21

MOVED by K. Clupp
SECONDED by G. Church

THAT the PSFDH Board of Directors approves the fiscal 2021/22 Hospital operating Budget with a balanced operating margin;

AND PSFDH will continue collaboration with the Ministry to manage recoveries of incremental fiscal 2021/22 COVID-19 costs, and other revenue losses separate from the operating budget;

AND PSFDH will defer the LHIN HAPS/CAPS submission pending receipt of H-SAA/M-SAA information regarding performance expectations, funding and timelines.

CARRIED.

13. Standing Items

13.1 Strategic Planning Update – D. Howard

No update provided due to time constraints. A report will be provided for next meeting.

13.2 Medical Staff Report – Dr. M. Roberts

A report was provided earlier in the meeting.

14. Information Items

The items were provided for information.

15. Next Meeting Date

Tuesday, March 23, 2021, Tele/Videoconference at 7:30 a.m.

16. Adjournment

RESOLUTION No. 27/21

MOVED by Dr. W. Hollis
SECONDED by S. Bird

THAT the February 23, 2021 Perth and Smiths Falls District Hospital Board of Directors' meeting adjourned at 9:56 a.m.

CARRIED.

A brief session of independent directors occurred following the close of the meeting.



D. Howard, Chair



Dr. B. Guppy, Secretary