

Perth and Smiths Falls District Hospital

Board of Directors Meeting

Tuesday, October 27, 2020

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: Nil.

IN ATTENDANCE: D. Hodgins, VP, Finance & Support Services, K. Kelly, Recording Secretary, M. Young, President, GWM Auxiliary, M. Hallam, ED, GWM Foundation, L. Smith, Executive Director, SFCH Foundation

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 gave the following remarks:

- the 2nd Lake 88 telethon took place with much success;
- she participated in a recent OHA Board Chairs' session with 26 other hospital participants. The session provided an opportunity to share (COVID-19 related) experiences. She again acknowledged the PSFDH team for their continued hard work throughout the pandemic. S
- she noted that good news was received for the diagnostic imaging department.

3. Patient & Family Centred Care – N. Shaw

In place of a patient journey story, N. Shaw brought forward a Patient & Family Advisory Council recommendation regarding unceded territory acknowledgement at PSFDH meetings. The recommendation also supported by the PSFDH Ethics Committee. She noted that the acknowledgement is not politically mandated.

It is a formal statement recognizing the unique and enduring relationships that exists between indigenous peoples and their traditional territories, which demonstrates inclusivity and a commitment to the process of truth and reconciliation. Area hospitals such as The Ottawa Hospital and Kingston Health Sciences Centre have adopted this practice.

D. Howard opened the floor to discussion and questions. Concerns were raised that to recite a statement at each meeting may make the matter rote and lose meaning. J. Fenik commented that the Algonquin land claim is nearing resolution and suggested waiting until that is resolved before instituted a statement. It was suggested that the statement could be made at public events such as the annual general meeting. A. Thomlinson added that Algonquin College reads a statement at public events (though not at internal meetings.)

N. Shaw commented that the matter be further investigated on how best to incorporate (such as public facing events like the annual general meeting.)

Dr. Hollis asked that the matter referred to the Liaison Committee for consideration and development of a recommendation to the Board of Directors.

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

5.1 Regular Meeting and Consent Agendas

RESOLUTION No. 105/20

MOVED by K. Clupp

SECONDED by L. Drynan

The regular meeting and consent agendas were approved as presented.

CARRIED.

6. Foundations & Auxiliaries

D. Howard welcomed the group to the meeting.

6.1 SFCH Foundation – L. Smith

L. Smith reported that the SFCH Foundation participated with the very successful Lake 88 Radiothon. She noted that many great stories and experiences were shared and acknowledged D. Howard, N. Shaw, Dr. B. Guppy and Dr. Roberts for participating. She announced that the SFCH Foundation annual Tree of Lights (tree lighting) campaign will be held on December 6 via Facebook Live to maintain COVID-19 protocols and measures.

6.2 GWM Foundation – M. Hallam

M. Hallam reported that as of the end of September, Dr. Kathy Wickens has moved to the Chair of the GWM Foundation. The GWM Foundation was successful with its application for a CMA Foundation grant for COVID-19 related capital equipment funding. Further, the GWM Board recently offered its support of the PSFDH 2020/21 Capital Equipment List for the GWM Site in the amount of \$770,062. She also commented that the local community offered their supportive during the recent Lake 88 telethon.

Dr. B. Guppy acknowledged the work of the Foundations with respect to the local telethon. He suggested PSFDH send a letter of appreciation to Lake 88 and the foundation recognizing their efforts.

6.3 GWM Auxiliary – M. Young

M. Young, President, reported that the Auxiliary is working hard to move forward auxiliary work and to organize meetings. She noted that some volunteers would like to return to the hospital (conveners) but would need to coordinate with PSFDH to ensure safety measures are in place such as install Plexiglas barriers.

She asked how the auxiliary can volunteer/support the hospital outside of hospital with programs such as a modified "elder life program". The auxiliary volunteers could call or have virtual interactions with in-patients. The patient care manager was supportive of this option. The Auxiliary would support the purchase of tablets. A. Thomlinson supported this idea as it is a similar practice being implemented at the Dementia Society. Dr. B. Guppy added that there is a collective concern with the prolonged separation due to COVID.

M. Young reported that auxiliary volunteers met in a local park over the summer months and continue to meet.

D. Howard acknowledged that the auxiliaries and foundations are essential to the hospital.

6.4 SFCH Auxiliary – J. Staples

- No report today.

7. Action Items

7.1 Leadership Report – Dr. B. Guppy

Dr. B. Guppy referred the members to the October 2020 Leadership Report and highlighted that PSFDH received echocardiography certification after successfully fulfilling the requirements under the Echocardiography Quality Improvement Program. PSFDH will undertake an OR Optimization Review in the coming weeks. The anticipate completion will be November 2020.

Dr. Guppy noted that he provided six month elective Quality Based Procedure (QBP) performance data (to the end of September 2020). The organization will continue to ramp up scheduled elective and non-urgent services. He noted that the organization provides surgeries based on clinical need. The backlogs and waitlists for CT and ultrasound are areas of concern that continue to be monitored.

N. Shaw advised that evening and weekend shifts have added to support the CT and ultrasound work. The organization continues to work with physicians to prioritize requisitions for all modalities. She noted that to support mammography, an additional ultrasound program might be added. She is working with the patient care manager for the Diagnostic Imaging area to implement centralized booking of appointments.

Dr. Guppy acknowledged the efforts of Mayor Fenik, Mayor Pankow, L. Drynan and K. Greaves regarding possible locations for a winter COVID-19 Assessment Centre. He confirmed that the CAC will remain at the Smiths Falls Site but expanded into the main lobby.

He also confirmed that PSFDH received HIRF dollars in the amount of \$923,866 and the hospital has an additional year to complete projects.

Dr. A. Kuchinad spoke to a personal/work experience related to CT scan access. He reported that the CT unit was down on Sunday, October 25 due to a power outage that caused disruption. He sensed that there was no back-up plan in place when the machine went down. He spent many hours arranging to move a patient, as there were no beds at PSFDH.

He commented that physicians are signing requisitions for patients they have not seen which is a risk. He asked if there will be a partnership with Dr. Ferrier's clinic to support patients and diagnostic needs. Further, he stated that ALC continues to be a huge problem and "hallway" medicine is happening at our hospital.

Dr. B. Guppy commented that ALC is a massive system problem and not just an issue for PSFDH. He stated that there are not enough LTC beds and during the pandemic, hospitals are expected to maintain 10% bed capacity to support surgical services.

Further, N. Shaw stated that the CT unit being down on Sunday was not a planned event and not related to the planned power outage. She agreed that ALC continues to be a systemic problem but the hospital continues to do its best to manage the patient flow and advocate. She recognizes the workload of staff and physicians and there is ongoing effort to increase staffing.

RESOLUTION No. 106/20

MOVED by K. Clupp

SECONDED by G. Church

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

CARRIED.

N. Shaw left the meeting at 8:31 a.m.

7.2 Chief of Staff Report – Dr. K. Stolee

Dr. Stolee referred the members to the report included in the meeting materials. She highlighted the decision to participate in the program, "Choosing Wisely Canada". This program collaborates with many

professional societies, associations and patient organizations to inspire and engage health care professionals to take leadership in reducing unnecessary tests, treatments and procedures in health care. She noted that given PSFDH's strong commitment to quality improvement, the MAC felt that this has valuable and it is another tool to improve quality and safety of the care provided.

She referred the members to the SBAR prepared regarding "mid-cycle appointments". She advised that the matter was discussed at MAC and the consensus was to change the current practice to align the members first reappointment term with the department schedule in a reasonable timeframe to meet the comfort level that the members credentialing information is still valid.

D. Howard commented that the approach taken was reasonable and no resolution was required. She then opened the floor to discussion and questions. Dr. Hollis asked if there would be any impact on physicians if their appointments/privileges have expired. Dr. Stolee noted that the onus would be on the hospital. Discussion ensued. Dr. Stolee will report at the November board meeting on the matter of onus and responsibilities of each the hospital and physicians.

RESOLUTION No. 107/20

*MOVED by C. Dolgowicz
SECONDED by G. Church*

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

CARRIED.

8. Board Committee Reports "A"

8.1 Finance Committee Report – K. Clupp

K. Clupp referred the members to the information provided and referenced the key messages such as:

- PSFDH continues to experience unprecedented operation pressures due to the COVID pandemic
- The net result on hospital operations year to date is \$2.6 million deficit which is a direct result of the pandemic.
- In the absence of the pandemic, PSFDH would be on target for year end results.

D. Hodgins stated that with respect to COVID-19 receivable, PSFDH submitted related expenses to the Ministry but to date has not been informed of any additional funds. The \$1.9 million in funding relief was in response to the submitted COVID-19 related costs for March and April 2020.

Discussion ensued regarding how PSFDH is managing the deficit and what the plan is going forward. D. Hodgins advised that PSFDH has received a cash advance (payable by March 31) and is using its existing line of credit. Due to the cash advance, PSFDH has not increased the line of credit limit. Dr. Guppy added that hospitals are not permitted to have a deficit (per accountability agreements.) There is a performance management piece included in the HSAA that could trigger a performance improvement plan for the hospital.

G. Church commented that the Ontario government will announce the deficit and there is a relative need among hospitals competing with other needs. He suggested that the PSFDH board would need to be active.

Dr. B. Guppy reported that PSFDH continues to generate some revenue by working through surgical and diagnostic testing backlogs however, it is uncertain if the backlogs will be cleared before yearend.

9. Closed Session

RESOLUTION No. 108/20

MOVED by C. Dolgowicz
SECONDED by L. Drynan

THAT the PSFDH Board of Directors moved to a closed session at 8:48 a.m.

CARRIED.

RESOLUTION No. 109/20

MOVED by G. Church
SECONDED by J. Hewitt

THAT the PSFDH Board of Directors moved out of the closed session at 9:08 a.m.

CARRIED.

Approval of Closed Session Notes

RESOLUTION No. 110/20

MOVED by J. Hewitt
SECONDED by B. Hirst

THAT the PSFDH Board of Directors approved the September 22, 2020 closed session notes as presented.

CARRIED.

Approval of Closed Session Agenda

RESOLUTION No. 111/20

MOVED by Dr. W. Hollis
SECONDED by B. Hirst

THAT the PSFDH Board of Directors approved the October 27, 2020 closed session agenda as presented.

CARRIED.

Appointments of Professional Appointments

RESOLUTION No. 112/20

MOVED by Dr. W. Hollis
SECONDED by L. Drynan

THAT the PSFDH Board of Directors accepts the information and applications for professional appointments as presented and reviewed by the Chief of Staff.

CARRIED.

10. Business Arising from Minutes

Nil.

S. Pankow left the meeting at 9:03 a.m.

11. Board Committee Reports “B”

11.1 Governance Committee – October 20, 2020 – J. Hewitt

a) Committee Report to Board

J. Hewitt referred the members to the Governance Committee report. He noted that the committee reviewed a series of policies and request board approval today. It was agreed that the seven policies be considered with one motion.

b) Governance Process Policies

RESOLUTION No.113/20

MOVED by J. Hewitt

SECONDED by K. Clupp

THAT the PSFDH Board of Directors accepts the recommendation of the Governance Committee to approve the following Governance Process Policies as presented:

- No. 2.6.4, “Governance Committee” Terms of Reference*
- No. 2.6.5 “Liaison Committee” Terms of Reference*
- No. 2.6.6, “Executive Committee” Terms of Reference*
- No. 2.16, “Confidentiality”*
- No. 2.18, “Board Member Recruitment”*
- No. 2.20, “Responsibilities of the Board”*
- Board/Staff Relationship Policy No. 3.1 “Chief of Staff Leadership & Monitoring”*

CARRIED.

11.2 Executive Committee – October 14, 2020 – D. Howard

Nothing further to report.

11.3 Liaison Committee – October 9, 2020 – Dr. W. Hollis

The committee report was included in the materials and let the report stand.

12. Information Items

The items were provided for information and awareness.

13. Next Meeting Date

Tuesday, November 24, 2020, Tele/Videoconference at 7:30 a.m.

14. Adjournment

RESOLUTION No.114/20

MOVED by L. Drynan

SECONDED by J. Fenik

THAT the October 27, 2020 Perth and Smiths Falls District Hospital Board of Directors’ meeting adjourned at 9:13 a.m.

CARRIED.

D. Howard remarked that a significant amount of material and information was shared and discussed. She thanked the hospital team leadership, front line staff and professional staff with their continued efforts during the COVID-19 pandemic.

"Donna Howard"

D. Howard, Chair

"Dr. Barry Guppy"

Dr. B. Guppy, Secretary