



LENNOX & ADDINGTON COUNTY GENERAL HOSPITAL

BOARD OF DIRECTORS

MEETING MINUTES

June 1, 2021

Zoom Videoconference

A meeting of the Board of Directors of the Lennox & Addington County General Hospital was held in via Zoom at 6:30 p.m. on June 1, 2021.

	PRESENT:	
Board:	Allan MacGregor (Chair)	Geoff Griffin
	Deb Lowry	Jamie Uson
	Michelle Smith	Dr. Kim Morrison
	Wayne Coveyduck	Dr. Sonal Patel
	Norm Clark	Tracy Kent-Hillis
	Bob Clancey	Adrienne Harris-Hale
	Chris Seeley	Susan Jack
	Robert Paul	Alice Carlson
	Lori Francis	Ric Bresee
	REGRETS:	
	-none	
Staff in Attendance:	Darlene Moore	Erin Brown
	Tracy Ringrose	Sheila Mabee (recorder)
	Colin Catt	

1. Call to Order/Opening Remarks

Immediately following the annual KHSC Women’s Clinic year-end report by Brenda Carter, the meeting was called to order at 6:23 p.m., by Allan MacGregor.

2. Approval of the Agenda

The agenda was approved with the addition of a Closed Session for Elected Board members at the end of the meeting.

<p>Motion #1</p> <p><i>Rationale: Normal Practice</i></p> <hr/> <p><i>Motion: That the Board of Directors hereby approves the amended agenda dated June 1, 2021.</i></p> <p>Moved by: Norm Clark Seconded by: Deb Lowry</p> <p style="text-align: right;">The motion was carried.</p>

3. Conflict of Interest

The Chair inquired if any Board member wished to declare a conflict of interest based on items identified on the Agenda. There were no identified conflicts of interest.

4. Minutes of the Previous Meeting

The minutes of the previous meeting were approved as circulated.

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Motion #2

Rationale: Normal Practice

Motion: That the Board of Directors hereby approves the minutes of the previous meeting dated May 4, 2021.

Moved by: Bob Clancey

Seconded by: Chris Seeley

The motion was carried.

5. Business Arising

5.1 Regional Updates

Chairs/Vice Chairs Forum (CVCF)

Allan MacGregor noted that the CVCF has still not met. He had nothing further to report.

FLA-OHT

Dr. Morrison reported that OHT work proceeds with Working Groups having built their Terms of Reference and are now starting on the co-design and change ideas.

Mid-June there are two meetings planned for all partners, with all Board members invited to attend.

A general partnership meeting will be held over the lunch hour on June 17, 2021 where communication and engagement strategy will be discussed. There will also be the opportunity to hear from TLC (advanced leadership).

On June 16, 2021 there will be a brief partner update followed by a collaborative governance session by Heather Pessione, with BLG. Allan MacGregor, Wayne Coveyduck and Sheila Mabee will be provided with the invitation in the coming days and can share.

Regional HIS Project

Wayne Coveyduck noted that the CEOs had met earlier in the day where the schedule was more or less shared which will try to be followed. It was anticipated that the Cerner contract would be signed on June 18, 2021. The gross amount for the first payment will be about \$4 million (approximate amount for LACGH is \$126,000).

Following the signing of the contract, it has been requested that there be a 180 day reprieve so that staff can reenergize and job postings to be filled. Early in the fall the Board will need to have a robust discussion about manpower planning and our local contribution to that area.

6. Reports

6.1 Quality Committee

Chris Seeley highlighted the following from the May 18, 2021 Quality Committee meeting:

- Erin Brown and Tracy Kent-Hillis shared two different patient stories, both very positive.
- A new agenda format was trialed, following feedback received from the Committee survey. The new format includes a bit more context as to why certain items are listed on the agenda.
- The Committee reviewed the next iteration of the 5-year Accessibility Plan and brought forward a motion for Board approval of the Plan.

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Motion #3

Rationale: Normal Practice.

Motion: That the Board of Directors hereby accept the Accessibility Plan 2021-26, as recommended by the Quality Committee.

Moved by: Geoff Griffin

Seconded by: Ric Bresee

The motion was carried.

Ric Bresee commented on his appreciation for the Accessibility Plan and felt the document was really well done and wondered if he could share the Plan with the County Clerk for information purposes.

6.2 Patient & Family Advisory Council

Alice Carlson reported the following highlights from the May 11, 2021 PFAC meeting:

- The PFAC now have a new person from the CVC Unit who will be a good addition to their membership.
- There have been less complaints during the year of COVID-19 as compared to previous years.

6.3 Medical Advisory Committee

Dr. Morrison highlighted the following from the May 13, 2021 Medical Advisory Committee meeting:

The Medical Advisory Committee reviewed the re-appointment applications to the LACGH Medical Staff for the following:

- Annette Hay - Consulting (Oncology)
- David Lee – Consulting (Oncology)
- Matthew Dumas – Locum Tenens (Family Medicine)

No concerns were noted by the MAC; therefore, the re-appointment applications were recommended to the Board of Directors for approval. The Board reviewed the credentialing applications and no concerns were noted.

Motion #4

Rationale: Applications for appointment to the Medical Staff require the review and approval of the Medical Advisory Committee and the Board of Directors.

Motion: The Board of Directors hereby approves the following re-appointments to the LACGH Medical Staff, as recommended by the Medical Advisory Committee:

- *Annette Hay - Consulting (Oncology)*
- *David Lee – Consulting (Oncology)*
- *Matthew Dumas – Locum Tenens (Family Medicine)*

Moved by: Jamie Uson

Seconded by: Lori Francis

The motion was carried.



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The Medical Advisory Committee reviewed the re-appointment applications, with the noted changes, to the LACGH Medical Staff for the following:

- Mary Anne Jamieson – Consulting (Gynaecology) *removal of procedures list (clinics/OR assist only)*

No concerns were noted by the MAC; therefore, the re-appointment applications, with the noted changes, were recommended to the Board of Directors for approval. The Board reviewed the credentialing applications and no concerns were noted.

Motion #5

Rationale: Applications for appointment to the Medical Staff require the review and approval of the Medical Advisory Committee and the Board of Directors.

Motion: The Board of Directors hereby approves the following appointment to the LACGH Medical Staff, with the noted change, as recommended by the Medical Advisory Committee:

- Mary Anne Jamieson - Consulting (Gynaecology) *removal of procedures list (clinics/OR assist only)*

Moved by: Geoff Griffin

Seconded by: Ric Bresee

The motion was carried.

The Medical Advisory Committee reviewed the appointment applications to the LACGH Medical Staff for the following:

- Michael McDonnell – Locum Tenens (Emergency Medicine)
- Kristina Polsinelli – Locum Tenens (Anesthesia)

No concerns were noted by the MAC; therefore, the appointment applications were recommended to the Board of Directors for approval. The Board reviewed the credentialing applications and no concerns were noted.

Motion #6

Rationale: Applications for appointment to the Medical Staff require the review and approval of the Medical Advisory Committee and the Board of Directors.

Motion: The Board of Directors hereby approves the following appointments to the LACGH Medical Staff, as recommended by the Medical Advisory Committee:

- Michael McDonnell – Locum Tenens (Emergency Medicine)
- Kristina Polsinelli – Locum Tenens (Anesthesia)

Moved by: Michelle Smith

Seconded by: Deb Lowry

The motion was carried.

The Board of Directors reviewed the extension of the term appointment to the LACGH Medical Staff for the following:

- Christopher Davis – Consulting (Respirology)



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The Board approved with no concerns were noted.

Motion #7

Rationale: Applications for appointment to the Medical Staff require the review and approval of the Medical Advisory Committee and the Board of Directors.

Motion: The Board of Directors, upon further review, hereby approves the term extension of the appointments to the LACGH Medical Staff, for the following:

- Christopher Davis – Consulting (Respirology)

Moved by: Ric Bresee

Seconded by: Lori Francis

The motion was carried.

6.4 Governance Committee

Deb Lowry reviewed the following from the May 20, 2021 Governance Committee meeting:

6.4.1 Risk Mitigation Schedule

The Risk Mitigation Schedule was reviewed by the Committee and was included with the meeting minutes. Erin Brown was thanked for all of her risk related work since she started with the Hospital. Justin Turner will be taking this over in the fall.

Motion #8

Rationale: As part of their annual work plan, the Governance Committee shall review the Risk Mitigation Schedule summary on an annual basis.

Motion: The Board of Directors hereby accepts the Risk Mitigation Schedule, as recommended by the Governance Committee.

Moved by: Chris Seeley

Seconded by: Robert Paul

The motion was carried.

6.4.2 Board Development Retreat

Some important dates were highlighted for the fall which was hoped to be able to take place September 16/17 in the hopes that everyone is fully vaccinated and we can carry on with that plan. The backup plan is to hold the Retreat in November on the 11/12. The Executive Committee plans to meet over the summer to firm up the agenda.

6.4.3 Election of Officers

Deb Lowry and Allan MacGregor had met to discuss Board succession planning, given that Allan's 5-year term is nearing completion. They'd discussed the possibility of amending the election of officers term, such that Allan could remain on as Chair, however decided the optics of this would not be good. Deb agreed to take on the role of the Chair and Allan the Vice Chair for a one-year period, if that was the will of the Board.

The Board members weighed in on that plan with agreement.

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6.4.4 Corporate By-law Changes

With no changes to the term for Board Chair (as above), the Governance Committee moved to approve the following minor changes to the Corporate By-laws:

- Article 5.3 was amended to update “Telephone Meetings” to “Virtual Meetings”;
- Article 8.3 was amended to remove “Each chair of a standing committee shall be a member of the Board.” This was removed to reflect current practice.

No concerns were noted by the Governance Committee or the Board.

Motion #9

Rationale: Changes to the Corporate By-laws require the review and approval of the Governance Committee and the Board before proceeding to the Annual Meeting.

Motion: The Board of Directors hereby approves the following amendments to the Corporate By-laws, as recommended by the Governance Committee:

5.3 Telephone Virtual Meetings

If all the Directors present at or participating in the meeting consent, a meeting of Directors or a meeting of a committee of the Board may be held by such telephone, electronic or other communication facilities that permit all persons participating in the meeting to communicate with each other simultaneously and instantaneously, and the Director or committee member participating in the meeting by those means is deemed to be present at the meeting.

8.3 Committee Members, Chair

Unless otherwise provided by by-law or by Board resolution, the Board shall appoint the members of the committee, the chair of the committee and, if desirable, the vice chair thereof. The members of any committee (other than an Executive Committee, if any) need not be Directors of the Corporation. The members and the chair and vice chair of a committee will hold their office at the will of the Board. ~~Each chair of a standing committee shall be a member of the Board.~~ Unless otherwise provided, the Chair and President & CEO shall be ex-officio members of all committees.

Moved by: Alice Carlson

Seconded by: Jamie Uson

The motion was carried.

6.4.5 Delegation of Authority

As in previous years, Deb noted that the Executive Committee acts on behalf of the Board of Directors during the summer adjournment period. This allows the Board Chair, Vice Chair, Treasurer, Secretary/CEO to carry out business for pressing matters before the Board.

No concerns were noted.

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Motion #10

Rationale: As the Board of Directors do not meet in July and August, the Board is asked to endorse the Executive Committee to act on behalf of the Board during the summer months.

Motion: The Board of Directors hereby approves that the Executive Committee, composed of the Chair, Vice Chair, Treasurer, Secretary/CEO and an additional resource (if required), be enabled to act on behalf of the Board until they reconvene in October, as recommended by the Governance Committee.

Moved by: Norm Clark

Seconded by: Robert Paul

The motion was carried.

6.5 Audit Committee

Michelle Smith reviewed the following from the May 25, 2021 Audit Committee meeting:

Lori Huber and Katie Mahon, KPMG, were in attendance at the meeting to provide the Audit Findings Report with no concern. Darlene Moore reviewed the Audited Financial Statements for year ending March 31, 2021.

KPMG was awarded the contract for Auditing Services through 3SO and will be the Auditors on record for 2021/22.

There were no questions or comments related to the Audited Financial Statements, nor the Audit Findings Report, therefore they were approved by the Board of Directors.

Motion #11

Rationale: Normal Practice.

Motion: The Board of Directors hereby approves the Audited Financial Statements for the year ending March 31, 2021, as recommended by the Audit Committee.

Moved by: Robert Paul

Seconded by: Chris Seeley

The motion was carried.

Motion #12

Rationale: Normal Practice.

Motion: The Board of Directors hereby accepts the Audit Findings Report for the year ending March 31, 2021.

Moved by: Lori Francis

Seconded by: Bob Clancey

The motion was carried.

6.6 Finance Committee

Michelle Smith reviewed the following from the May 25, 2021 Finance Committee meeting:



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6.6.1 April Cheque List

The Finance Committee reviewed the April 2021 Cheque List which totaled \$3,229,210.18. No concerns were noted by the Finance Committee or the Board.

Motion #13

Rationale: Normal Practice.

Motion: The Board of Directors hereby approves the following, as recommended by the Finance Committee:

- April 2021 Cheque List totaling \$3,229,210.18.

Moved by: Geoff Griffin

Seconded by: Deb Lowry

The motion was carried.

6.6.2 Bad Debt Write-Off

The Finance Committee reviewed the bad debt analysis for fiscal 2020-21. Darlene Moore highlighted that the business office had changed their approach on collection and with the pandemic they have carried a larger receivable instead of sending accounts to collections. Allan highlighted the good work to get the number significantly reduced over previous years.

No concerns were noted by the Finance Committee or the Board.

Motion #14

Rationale: Normal Practice.

Motion: The Board of Directors hereby approves the write off for bad debt in the amount of \$20,353.27 accumulated in fiscal 2020/21, as recommended by the Finance Committee.

Moved by: Bob Clancey

Seconded by: Ric Bresee

The motion was carried.

6.6.3 Attestation of Compliance

The Finance Committee went over the BPSAA Hospital Attestation and Hospital Use of Consultant Report for 2020-21. Darlene Moore highlighted that a review was undertaken and we were in compliance. Following the meeting the signed copy will be posted to the Hospital's website and submitted to the LHIN.

No concerns were noted by the Finance Committee or the Board.

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Motion #15

Rationale: Under the Broader Public Sector Accountability Act (BPSAA), the hospital is required to review and prepare attestations with respect to compliance with the requirements confirming:

- *completion and accuracy of reports on the use of consultants;*
- *compliance with the prohibition on engaging lobbyist services using public funds;*
- *compliance with the expense claim directives issued by the government;*
- *compliance with any applicable perquisite directive issued by the government;*
- *compliance with procurement directives issued by the government;*
- *compliance with preparation and publication of business plans and other business or financial report documents.*

Motion: The Board of Directors hereby approves the BPSAA attestation compliance and consultant use reports, as recommended by the Finance Committee.

Moved by: Chris Seeley

Seconded by: Robert Paul

The motion was carried.

6.7 Art Décor Committee

Allan MacGregor highlighted that the Art Décor Committee had met on May 26, 2021. The Committee discussed three donated pieces of art. Two of the three have been referred to the PFAC to see where they should be housed.

6.8 Ethics Committee

Tracy Kent-Hillis provided the following highlights from the May 26, 2021 Ethics Committee meeting:

- Dr. David Campbell provided the Committee with an education on the legislative changes to MAID, which came into effect as of March 17, 2021. The amendments will require us to update our MAID policy.
- The Ethics Committee has made the commitment to do some work on “equity, inclusion, diversity, and anti-racism”, as part of next year’s work plan. There is some really good work being done by Ontario Health on this subject.

6.9 Volunteer Services Report

Susan Jack’s report was circulated with the meeting package and had nothing further to share from the Volunteer Services.

6.10 Foundation Report

Adrienne Harris-Hale noted that the Foundation did not have a meeting this month.

- The Foundation Annual General meeting is planned for 5:00 p.m., on June 30, 2021. The Board was directed to contact Michelle Dickerson if interested in attending and she can send the link to access the meeting.
- The Foundation Golf Tournament planned for later in the summer is at capacity. This year, the pandemic limited the number of foursomes allowed to register.
- On May 27, 2021, the Ace was caught. The Foundation is planning to start another round of “Catch the Ace” to start sometime in July.

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6.11 Chief Executive Officer's Report

Further to the written report provided in the Board package, Wayne Coveyduck shared the following information:

LTC Project Update

Our LTC Project Lead is away this week. It was hoped and assumed that our guidelines would be arriving soon.

This week the Hospital is onboarding a mechanical engineer with HVAC experience. This will help keep some of the costs associated with the mechanical workings of the buildings in line, particularly as we start planning the build.

The architect is engaged and ready. We are just awaiting further direction from the Ministry.

Ontario Health

The evolution of the Ontario Health is still occurring. The LHIN structure was reduced from 14 LHINs across the province, which went down to 5 and has most recently been reduced to 3 regional groupings: Toronto and East, Toronto and West and all of the North. Home and Community Care will be an entity of Ontario Health (no oversight announced yet). The progression continues.

Motion #16

Rationale: Normal Practice

Motion: The Board of Directors hereby accepts the reports from the Quality Committee, Patient & Family Advisory Council, Medical Advisory Committee, Governance Committee, Audit Committee, Finance Committee, Art Décor Committee, Ethics Committee, Volunteer Services, Foundation and the President & CEO.

Moved by: Michelle Smith

Seconded by: Norm Clark

The motion was carried.

7. Correspondence Received up to May 21, 2021

There was nothing further to report for correspondence.

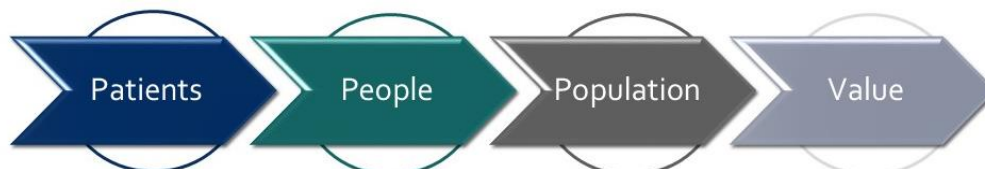
8. New Business

8.1 Strategic Plan (2021-2024)

Erin Brown walked the Board of Directors through the latest version of the draft Strategic Plan, which was circulated to the Board in advance of the meeting.

The framework used was similar to that used with the Mission, Vision and Values shared with the Board in April, carrying on with that same colour scheme which is in line with the website.

The Plan started with the four Strategic Priorities and was built upon from there.



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Three of the four areas includes a change idea, the plan and a value proposition (what's in it for me?). The "Value" strategic priority is interwoven with the other three areas as it changes depending on what item is being spoken to. Each summary slide contains a "Wordle" which is a program which takes your summary notes and creates an image with the larger words being the most predominately used words.



The Operational Plan/Road Map or "driver diagram" summarizes our "why" (left hand side) and how we plan to accomplish the goals (right hand side).

This slide will change as the years go by and we revisit where we are at and we ask ourselves questions like "are we doing the things we need to do to be a wellness environment?", as an example.

A Gantt chart was included for each of the three areas to put a timeline to where we hope to be for each of the three fiscal years and plan to be reported on annually to the Board as a "check in".

Also included is Appendix A which summarizes the work done – the discussions, the worksheets and discussions that took place to arrive at the final Strategic Plan.

The Board was asked for their feedback and comments on the Strategic Plan. Overall there was agreement with the plan. Deb Lowry had sent some minor grammar changes and commented that she liked the reference to "happy people" being right up front.

The Board discussed the "Statement of Interest" slide. Wayne highlighted that this wording was taken from the LHIN. It was felt that there should be a footnote added to this section to provide perspective as it speaks to "seven hospitals" in our LACGH strategic plan. There was a comment that the slide appearance could be tweaked to be a little more seamless and cohesive with the rest of the document.

There was significant discussion on the "People" Value Proposition where it says "we will work with our community partners, through the OHT Model". It was felt that this wording could be amended to be a bit more inclusive and collaborate and not exclusionary. Dr. Morrison noted that the OHT Model is all about inclusion, consensus and collaboration. It is the Model itself that is being spoken to in the sentence, not necessarily the FLA-OHT itself. The amendment landed upon was "We work with all community partners, using the OHT Model".

The Board approved of the Strategic Plan. With a few edits and the addition of some photos, the Plan can be sent to print.

9. Closed Session

At 7:58 p.m., the Board moved into closed session.

Motion #17

Rationale: Normal Practice

Motion: That the Board of Directors hereby moves into closed session.

Moved by: Bob Clancey

Seconded by: Jamie Uson

The motion was carried.



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At 8:52 p.m., the Board rose from closed session.

Motion #18

Rationale: Normal Practice

Motion: That the Board of Directors hereby rises from closed session.

Moved by: Lori Francis

Seconded by: Bob Clancey

The motion was carried.

10. Next Meeting

The next regular meeting of the Board is scheduled for 6:30 p.m., on Tuesday October 5, 2021.

11. Adjournment

The meeting was adjourned at 8:54 p.m.

Motion #19

Rationale: Normal Practice

Motion: That the Board of Directors hereby adjourns their meeting at 8:54 p.m. on June 1, 2021.

Moved by: Robert Paul

Seconded by: Deb Lowry

The motion was carried.