



LENNOX AND ADDINGTON COUNTY GENERAL HOSPITAL

BOARD OF DIRECTORS

MEETING MINUTES

November 7, 2023

Zoom | ACR

A meeting of the Board of Directors of the Lennox and Addington County General Hospital (LACGH) was held in the Airhart Conference Room and via Zoom at 6:30 p.m. on November 7, 2023.

PRESENT:

<b>Board:</b> Deb Lowry (Chair)	Wayne Coveyduck
Allan MacGregor	Christine Wilkinson
Bob Clancey	Dr. Kim Morrison
Geoff Griffin	Kelly Roantree
Jamie Uson*	Marg Isbester*
Rosaleen Cutler	Dr. Sonal Patel*

REGRETS:

Norm Clark  
Tony Brazda  
Laurie French

<b>Staff in attendance:</b> Erin Brown	Sanjeev Kumar
Tracy Ringrose	Andrea Nussberger (Recorder)

\* Attended via zoom

1. Meeting Opening

1.1 Call to Order/Opening Remarks

The meeting was called to order at 6:30 p.m., by Deb Lowry.

1.2 Land Acknowledgement

Deb Lowry started the meeting with the following Land Acknowledgment:

*A Land Acknowledgement recognizes the traditional territories of the Indigenous peoples, before the arrival of settlers, and their unique and continuing relationship with these lands. In particular, we acknowledge that Lennox and Addington County General Hospital is built on the ancestral and traditional territory of the Anishinaabeg and Haudenosaunee Peoples, including the Mohawks of the Bay of Quinte, and on the land of the Huron-Wendat Nation. As the LACGH Board of Directors, we are dedicated to honouring Indigenous history and culture, and are committed to moving forward in the spirit of reconciliation and respect.*

1.3 Approval of the Agenda

The agenda was approved as circulated

Motion #1

*Rationale: Normal Practice*

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**Motion: That the Board of Directors hereby approves the agenda dated November 7, 2023.**

Moved by: Allan MacGregor  
Seconded by: Geoff Griffin



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The motion was carried.

1.4 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.

1.5 Approval of Previous Board Meeting Minutes

The minutes of the previous meeting were approved as circulated.

Motion #2

Rationale: Normal Practice

Motion: That the Board of Directors hereby approves the minutes of the previous meeting dated October 3, 2023.

Moved by: Bob Clancey

Seconded by: Rosaleen Cutler

The motion was carried.

2. Business Arising

2.1 Regional Updates

Deb Lowry reported on the following items:

- The Foundation Donor Appreciation event was last month and was well done. AK and Karen Pearson attended the event as guest speakers and presented on the MRI Project. Deb noted that if the Board members were interested, she would invite Karen to present the MRI Project at the next Board of Directors meeting. All were in favor of sending Karen an invitation to present.
The Volunteer Service's '60 for 60' Event was also held last month and was an excellent event which celebrated 60 years of the Volunteer Services. A special thank you to Marg Isbester and the volunteers for the generous donation of \$60,000 towards the MRI Project.

Wayne Coveyduck reported on the following items:

- At the regional CEO meeting there was a discussion regarding the transition to the new Lumeo CIO Leon Goonaratne.

Dr. Kim Morrison reported on the following items:

- The OHT acceleration work continues in parallel with work being done on clinical pathways for chronic illness. Dr. Matthews and Dr. Yang are helping work on clinical pathways for chronic illnesses with the goal being able to manage these diseases such as CHF and COPD in the community rather than in acute care.

2.2 Capital Projects Update

Wayne Coveyduck reported on the following items:

LTC

- The project is ahead of schedule and under budget. The 1st floor is expected to be closed in by the end of December.



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MRI

- Our maintenance staff continue to work on the MRI space as per the agreement with Siemens that we will do our own install. This has brought some challenges in that some specs for the install are slower to be delivered than expected.
- The install date remains the same.
- We have received the green light from the municipality for the construction of the MRI Project.

3. Reports

3.1 Quality Committee

Bob Clancey highlighted the following from the October 17, 2023 Quality Committee meeting:

- Christine informed the Committee that the hospital has received P4R funding (Emergency Department pay-for-results funding) from Ontario Health. This funding is being used to implement initiatives to improve ED wait times through staffing and retention. Work is being done to recruit a PA; Christine noted that there is an interview scheduled next week. LWBS data is being reviewed to improve the flow in the ED.
- The Feedback Management System Policy B-22 and the Risk Management, Patient Safety and Quality Improvement Policy B-21 were reviewed and approved.

Motion #3

*Rationale: Normal Practice*

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**Motion: That the Board of Directors hereby approves the amended Feedback Management System Policy B-22, as recommended by the Quality Committee.**

Moved by: Bob Clancey  
 Seconded by: Jamie Uson

The motion was carried.

Motion #4

*Rationale: Normal Practice*

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**Motion: That the Board of Directors hereby approves the Statement on Risk Management, Patient Safety and Quality Improvement Policy B-21, as recommended by the Quality Committee.**

Moved by: Geoff Griffin  
 Seconded by: Bob Clancey

The motion was carried.

3.2 Medical Advisory Committee

Dr. Morrison highlighted the following from the October 12, 2023 Medical Advisory Committee meeting:

- Huge kudos to Andrea for the 88 pages of MAC minutes and special thank you to Anna Huisman for all of her work over the last year on the regional formulary. In creating the regional formulary Anna and Dr. Matthews did a review of all medications as well as a best practice review. Benefits of a regional formulary include lower drug costs and consistency of medications for admitted patients throughout



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the region. LACGH will not stock all of the formulary medications but they will be available to order. Dr. Morrison emphasized the value the regional formulary will have for the hospital and patient care.

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

- Christopher Parker - Consulting (Internal Medicine – Respiriology)
- Craig McGann - Consulting – (Internal Medicine – Respiriology)
- Brian Mahoney - Active (Anesthesia)
- Andrew Moses - Associate (Internal 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 #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 re-appointments to the LACGH Medical Staff, as recommended by the Medical Advisory Committee:**

- Christopher Parker - Consulting (Internal Medicine – Respiriology)
- Craig McGann - Consulting – (Internal Medicine – Respiriology)
- Brian Mahoney - Active (Anesthesia)
- Andrew Moses - Associate (Internal Medicine)

Moved by: Alan MacGregor

Seconded by: Rosaleen Cutler

The motion was carried.

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

- Patricia Hoyeck - Locum Tenens (Family Medicine)
- Michael Vaculik - Locum Tenens (Emergency Medicine)

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:**

- Patricia Hoyeck - Locum Tenens (Family Medicine)



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- *Michael Vaculik - Locum Tenens (Emergency Medicine)*

Moved by: Geoff Griffin

Seconded by: Jamie Uson

The motion was carried.

### 3.3 Ethics Committee

Allan MacGregor highlighted the following from the October 11, 2023 Ethics Committee meeting:

- Emily Benn reviewed two cases with the Committee.
- Dr. David Campbell provided an education session on *The Privacy Paradox: Personal Health Information in the Social Media Age*.
- The Committee Terms of Reference and work plan were reviewed.

Christine noted that this week is Ethics week and in recognition a memo was circulated to staff with a link to one of Dr. Campbell's presentations. Dr. Campbell is available this week to answer any ethical questions staff may have.

### 3.4 Governance Committee

Allan MacGregor highlighted the following from the October 18, 2023 Governance Committee meeting:

- There was a discussion regarding corporate minute book storage. This was an item listed in the ONCA reporting letter which required clarification from BLG. It was explained that LACGH keeps hardcopies and electronic copies of minutes in the office of the CEO and older minutes are kept in the crawlspace. It was suggested that a corporate minute book policy be drafted which will be brought back to the Governance Committee in the new year.
- There was a discussion on the CEO succession progress. Deb provided an updated progress report to the Board of Directors:
  - There are 3 dates scheduled:
    - November 29, 2023 – a review of the candidates
    - December 6, 2023 – Informal virtual meeting with the candidates and Judy, Nancy, Deb Lowry, Rosaleen Cutler and Dr. Kim Morrison
    - December 13, 2023 – Interview Panel with the full Hiring Committee
    - Date TBD – in person interview with 1 or 2 of the top candidates with an opportunities for Senior Leadership to meet them and tour the facility and town.
  - Deb noted that it is unlikely that the new CEO will be hired before the holidays. Deb highlighted that there has been great feedback from candidates including comments 'LACGH has exciting things on the horizon', 'great location!' and 'great reputation as a Hospital'.
- The OHA Board Self-Assessment was open until October 27th on the OHA website.
- The Committee had a discussion regarding closed session protocol. Deb checked ONCA legislation and all elected Board members and ex-officio members are permitted to stay for closed session Board meetings unless there is a conflict of interest.

### 3.5 Finance Committee

Jamie Uson reviewed the following from the October 23, 2023 Finance Committee meeting:

- The current ratio is 3.84 and the surplus for the Corporation is \$1,082,542.



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- Oncology YTD is at a loss of \$111K due to the rising cost of medications.

3.5.1 Board, CEO and Senior Manager Expenses

The Finance Committee reviewed the Board, CEO, and Senior Management Expenses for September 2023 which totaled \$36.07. The Finance Committee recommends to the Board, that the following expenses be approved:

Motion #7

*Rationale: The Broader Public Sector Accountability Act requires that the expenses of the Board, CEO and Senior Management be reviewed and/or approved by the Board.*

**Motion: The Board of Directors hereby approves the following Board, CEO and Senior Management Expenses which totaled \$36.07, as recommended by the Finance Committee.**

**September 2023**

Name	Meals	Hospitality	Accommodation	Vehicle Rental/Own Used Mileage	Incidentals (Parking, tolls, etc.)	Fares	Total
Wayne Coveyduck				36.07			
<b>TOTAL</b>							<b>\$36.07</b>

Moved by: Jamie Uson  
 Seconded by: Bob Clancey

The motion was carried.

3.5.2 September Financial Statements and Cheque List

The Finance Committee reviewed the September 2023 Financial Statements and Cheque List which totaled \$8,006,588.81. No concerns were noted by the Finance Committee or the Board.

Motion #8

*Rationale: Normal Practice.*

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

- September 2023 Cheque List totaling \$8,006,588.81;
- September 2023 Financial Statements.

Moved by: Geoff Griffin  
 Seconded by: Rosaleen Cutler

The motion was carried.

3.5.3 Purchase of Replacement TVs/Use of Managed Service - Update

The Finance Committee reviewed the updated purchase of TVs/use of managed service provided by Sanjeev. It was noted that PFAC recommended, on behalf of the patient population, option #4 Remove old TV's and have a hybrid model – an option to have a rental TV provision until we make a full transition to BYOD; no concerns were noted by the Finance Committee or the Board of Directors.



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Jamie noted that the common area TVs are also outdated and need replacing. The Finance Committee recommended to the Board of Directors purchasing 9 LG 32" TVs for the common areas of the hospital at a cost of \$10,168; no concerns were noted by the Board of Directors.

Motion #9

*Rationale: The current common area TVs are outdated and need replacing.*

***Motion: The Board of Directors hereby approves 9 LG 32" TVs for the common areas of the hospital at a cost of \$10,168. The Board of Directors also approves the patient/resident TV Purchase option #4 remove old TVs and have hybrid model, as recommended by PFAC and the Finance Committee.***

Moved by: Bob Clancey

Seconded by: Allan MacGregor

The motion was carried.

#### 3.5.4 Capital Equipment Requests

The Finance Committee reviewed a request for the allocation of \$36,627.99 towards the purchase of: Laboratory, Fridge (\$8,075.99) replacement; Pharmacy, Fridge x3 (\$28,552) replacement; No concerns were noted by the Finance Committee or the Board.

Motion #10

*Rationale: Normal Practice.*

***Motion: The Board of Directors hereby approves the following emergency capital equipment items at a total cost of \$36,627.99, as recommended by the Finance Committee:***

- *Laboratory. 1 Fridge. (\$8,075.99).*
- *Pharmacy. 3 Fridges. (\$28,552).*

Moved by: Rosaleen Cutler

Seconded by: Jamie Uson

The motion was carried.

#### 3.6 Patient Family Advisory Council

Erin Brown highlighted the following from the October 17, 2023 Patient Family Advisory Council meeting:

- Anna Huisman, Pharmacist, attended the meeting to give a med management update in regards to Alaris Pump updates. She highlighted that frequent med incidents involving clamps not being opened when medication is started through the pumps has reduced to zero incidents.
- A PFAC member attends the Med Safety Team meetings and brings this information back to the council for input.
- Numerous brochures were reviewed for feedback from a patient perspective. The aim is to get patient brochures back in circulation since being removed due to the pandemic.

It was noted that Lumeo will have a patient portal with access to patient brochures.

#### 3.7 Volunteer Services Report

Marg Isbester highlighted that the Volunteer Services 60 for 60 Celebration was a success. She noted that many of the volunteers have returned to LACGH since the pandemic. The report noted that a bus had been



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arranged to Isaiah Tubbs in Picton to support the PECM Hospital Auxiliary in their festival of trees, however due to lack of interest the bus has been cancelled.

#### 3.8 Foundation Report

Kelly Roantree noted the Foundation's MRI Capital Campaign has entered Phase Two of the campaign which includes the development of the Naming Rights Sponsorship plan, identifying top prospective donors, soliciting campaign volunteers, and leadership gifts from community organizations, board members, and lead donors. Foundation staff have begun submissions of online grant applications using Grant Advance Funding Solutions. This service assists in applying for private foundation funding.

Kelly noted that the annual winter campaign started this week and there has been a fair amount of foot traffic already. The 50/50 total pot continues to grow; currently at \$6,000. The highest pot yet!

Kelly indicated that the remainder of the LTC funding will be transferred next week.

#### 3.9 Chief Executive Officer's Report

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

- The OHA has circulated a Records Retention Toolkit which indicates records need to be kept indefinitely. This document will assist us in the development of a new LACGH Records Retention Policy.
- Wayne attended the United Counties of Leeds and Grenville Council meeting virtually and presented to the group the LACGH allied health buildings and how we got to where we are. The Council called this meeting specifically to discuss the possible future use options for their existing building. The Council invited guests to present their allied health buildings to give them a better idea of possible opportunities for their building. Options and submissions were also discussed at the meeting.
- The OHA Small, Rural & Northern Hospital Network met recently where they discussed the Rural and Northern Health Care Framework/Plan. Based on the Small, Rural & Northern Emergency Department Strategy Advisory Group's activities and advice, the OHA has adapted the *Rural and Northern Health Care Framework (2023)* to reflect the current Ontario context. The framework has 7 pillars which are:
  - Capacity Planning
  - Inter-Sectoral Integration
  - Health Human Resources
  - Education and Training
  - Non-Urgent Patient Transportation
  - Remote Supports for Patients and Providers
  - Cultural Safety

The Board members briefly discussed the pillars above. It was noted that pillar #6 remote supports for patients and providers is not new to LACGH, we started this early on.

- The Ontario Hospital Association (OHA) will be hosting a series of virtual regional engagement sessions for CEOs and Board Chairs in the coming weeks. Like in previous years, these meetings will provide an opportunity to share updates on OHA advocacy, including efforts to address in-year fiscal challenges, pre-budget advocacy and other related matters.



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Motion #11

*Rationale: Normal Practice*

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

Moved by: Geoff Griffin

Seconded by: Allan MacGregor

The motion was carried.

4. **Other**

4.1 **Correspondence Received up to November 1, 2023.**

There was nothing further to report for correspondence.

5. **Closed Session**

At 7:37 p.m., the Board moved into closed session. Erin Brown, Christine Wilkinson, Kelly Roantree, Marg Isbester, and Dr. Kim Morrison left the meeting.

Motion #12

*Rationale: Normal Practice*

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

Moved by: Rosaleen Cutler

Seconded by: Bob Clancey

The motion was carried.

At 8:09 p.m., the Board rose from closed session.

Motion #13

*Rationale: Normal Practice*

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

Moved by: Bob Clancey

Seconded by: Allan MacGregor

The motion was carried.

6. **Meeting Closing**

6.1 **Next Meeting**

The next regular meeting of the Board is scheduled for 6:30 p.m., on Tuesday December 5, 2023.

6.2 **Adjournment**

The meeting was adjourned at 8:09 p.m.



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Motion #14

*Rationale: Normal Practice*

***Motion: That the Board of Directors hereby adjourns their meeting at 8:09 p.m. on November 7, 2023.***

Moved by: Geoff Griffin

Seconded by: Bob Clancey

The motion was carried.