



# LENNOX AND ADDINGTON COUNTY GENERAL HOSPITAL

## BOARD OF DIRECTORS

### MEETING MINUTES

December 5, 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 December 5, 2023.

#### PRESENT:

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

#### REGRETS:

Tony Brazda	Christine Wilkinson
Norm Clark	

<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. Deb remarked that today is International Volunteers Day and recognized all of our dedicated Volunteers in the hospital and community for their hard work. The theme for this year's International Volunteers Day is "If everyone did".

Deb expressed regret that long standing LACGH volunteer Betty Dowling passed away recently; condolences were conveyed on behalf of the Board.

Deb noted that there will be an MRI education session at the January Board meeting.

### 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



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Motion #1

Rationale: Normal Practice

Motion: That the Board of Directors hereby approves the agenda dated December 5, 2023.

Moved by: Bob Clancey
Seconded by: Allan MacGregor

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 November 7, 2023.

Moved by: Rosaleen Cutler
Seconded by: Jamie Uson

The motion was carried.

2. Business Arising

2.1 Regional Updates

OHA Regional Briefing and Member Discussion

Deb Lowry reported that she and Wayne attend the OHA regional briefing and member discussion, which was intended for Hospital CEOs and Board Chairs, last week via Zoom. Deb noted that the OHA advocates for Ontario hospitals and this briefing included a financing landscape update. During the briefing Anthony Dale, President and CEO, OHA, discussed context for a new approach. He noted that since 2018, there has been a significant shift in governance with the move to Ontario Health and creation of the Ontario Health Teams. Anthony noted that during this time a new approach was being worked on with the 2018-2021 strategic plan, however as this shift was taking place the COVID-19 pandemic halted almost every health policy activity including focus on the strategic plan. He cited the focus has been on issues management for far too long; need to pivot to achieve goals of the strategic plan. The OHA staff team and its Board of Directors have been giving thought to a new role for OHA advocacy into the future. The OHA's renewed advocacy approach was approved by their Board on November 15, 2023, see below:



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## OHA's Renewed Advocacy Approach

As approved by the OHA Board on November 15, 2023

**Start** discussing health system capacity in the public domain

**Start** positioning hospitals as leaders in re-engineering care

**Start** promoting scientific, technological, and clinical advancements to improve care

**Start** encouraging hospitals to position themselves as anchor institutions and to identify and advance integration opportunities independent of government-sponsored initiatives, including a new rural and northern framework and health hub model

**Start** developing a new hospital funding methodology and identify potential changes to the *Public Hospitals Act* that would enhance local voluntary governance

**Continue** with ongoing in-year and pre-budget advocacy to ensure financial and operational stability for hospitals

It was noted there was also a discussion regarding HSAA considerations. During the briefing it was stated that Ontario Health has indicated that HSAA extensions will be granted until the end of 2024/25 and hospitals can anticipate further clarity on HAPS and PIP requirements in the short term.

### Small, Rural and Northern Hospitals

Wayne stated that just hours ago he received, by email, a Small, Rural and Northern Hospital OHA pre-budget advocacy document. This document went out to the CEOs of all small, rural and northern hospitals for their review and feedback. Wayne noted that the document indicated new funding methodologies which will be great opportunities for hospitals, if implemented.

### Lumeo

Sanjeev stated that Lumeo and Oracle Health Teams conducted a dry run of the pre-testing gateway and determined that we would not pass the gateway on November 30<sup>th</sup>. Testing will happen again in February 2024. This set-back will not affect the go live date. Interface testing will take place in December 2023.

### OHT

Dr. Kim Morrison stated that the FLA OHT Town Hall is this Thursday. The interactive agenda includes topics accelerating to maturity and co-designing people-centered health homes. Dr. Morrison noted that the FLA OHT Governance Advisory Committee have submitted their future state governance model proposal to the Transitional Leadership Collaborative.

Dr. Morrison noted that if there was interest she would be willing to do an OHT presentation to the Board, for education purposes. The Board members expressed their interest and an OHT education session will be scheduled before the February or March meeting.

## 2.2 Capital Projects Update

Wayne Coveyduck reported on the following items:

LTC Home Project



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- Progress has slowed down due to rainy weather recently
- The project is currently on schedule and on-budget.

#### MRI Project

- The work on the MRI Suite is progressing well
- The MRI machine is expected to be delivered in March 2024 with the anticipated opening date shortly thereafter

### 3. Reports

#### 3.1 Quality Committee

Bob Clancey highlighted the following from the November 21, 2023 Quality Committee meeting:

- Justin Turner reviewed the updated Business Continuity with the Committee; no concerns were noted.
- The Communication and Strategic Plan were reviewed. The Committee recommended to the Board of Directors extending the 2020-2023 Communication Plan term from 2020-2023 to 2020-2024 and allow for the next iterations of the Strategic and Communication plan to be created in parallel.

Motion #3

*Rationale: Normal Practice*

***Motion: That the Board of Directors hereby approves the updated Business Continuity Plan, as recommended by the Quality Committee***

Moved by: Jamie Uson  
Seconded by: Bob Clancey

The motion was carried.

Motion #4

*Rationale: Normal Practice*

***Motion: That the Board of Directors hereby approves extending the 2020-2023 Communication Plan term to 2020-2024 and allow for the next iterations of the Strategic and Communication Plan to be created in parallel as well as approval of the Strategic Plan with no changes, as recommended by the Quality Committee***

Moved by: Jamie Uson  
Seconded by: Bob Clancey

The motion was carried.

#### 3.2 Medical Advisory Committee

Dr. Morrison highlighted the following from the November 9, 2023 Medical Advisory Committee meeting:

- The MAC is working on the CPSO QI partnership program projects; many great proposals were discussed at the meeting



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- The End of Life Care Policy was reviewed with no concerns. This policy will go to PFAC for their input and feedback before being brought forward to the Board for final approval.

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

- Cameron MacLean – Active (Anesthesia with Family Medicine)
- Benjamin Chen – Consulting (Internal Medicine)
- Peter Hollett – Consulting (Cardiology)
- Matthew Mercier – Consulting (Neurology)
- Michael Leveridge – Consulting (Urology)

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:**

- Cameron MacLean – Active (Anesthesia with Family Medicine)
- Benjamin Chen – Consulting (Internal Medicine)
- Peter Hollett – Consulting (Cardiology)
- Matthew Mercier – Consulting (Neurology)
- Michael Leveridge – Consulting (Urology)

Moved by: Geoff Griffin

Seconded by: Allan MacGregor

The motion was carried.

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

- Andrei Garcia Popov – Active (Emergency) *add Family Medicine*

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 #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 appointment to the LACGH Medical Staff, with the noted change, as recommended by the Medical Advisory Committee:**

- Andrei Garcia Popov – Active (Emergency) *add Family Medicine*



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Moved by: Laurie French
Seconded by: Jamie Uson

The motion was carried.

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

- George Kitching - Locum Tenens (Emergency Medicine)
• Stephanie Pipe – Associate (Internal 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 #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 hereby approves the following appointments to the LACGH Medical Staff, as recommended by the Medical Advisory Committee:

- George Kitching - Locum Tenens (Emergency Medicine)
• Stephanie Pipe – Associate (Internal Medicine)

Moved by: Allan MacGregor
Seconded by: Geoff Griffin

The motion was carried.

3.3 Pastoral Care Committee

The minutes from the November 2, 2023 Pastoral Care Committee meeting were included in the meeting package. There was nothing further to the minutes and no concerns were noted.

3.4 Art Decor Committee

Deb Lowry reviewed the following from the November 8, 2023 Art Décor Meeting:

- There are many good pieces of art scheduled for display in the art corridor
• Tim Nimigan is working on a partnership with NDSS to allow students to display their artwork in the art corridor at the hospital

Deb highlighted that the Art Décor Committee is looking for a Board member to join their Committee and welcomed anyone interested to reach out to her.

Dr. Morrison inquired whether there was a decision made regarding the memorial request which was outlined under new business in the Art Decor minutes. Deb noted that a decision has been made, however, communication has not yet gone out to the individuals who brought forward the request, and therefore, the outcome could not be discussed at this time. Dr. Morrison requested that once the decision has been communicated that it be reflected in the Board minutes.



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3.5 Finance Committee

Jamie Uson reviewed the following from the December 4, 2023 Finance Committee meeting:

- Pharmacy costs have increased when compared to previous years due to an increase in drug prices
The cash position as of October 2023 has decreased by \$2.2M due to short term investments and Bill 124 reopener payments. YTD \$2.8 has been paid out to staff in retro payments since the Ontario court found Bill 124 unconstitutional.

3.5.1 October Financial Statements and Cheque List

The Finance Committee reviewed the October 2023 Financial Statements and Cheque List which totaled \$7,378,990.76. 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:
October 2023 Cheque List totaling \$7,378,990.76;
October 2023 Financial Statements.
Moved by: Geoff Griffin
Seconded by: Allan MacGregor
The motion was carried.

3.5.2 2024/25 Budget Review including Capital Requests

The Finance Committee reviewed the 2024/25 Budget including capital requests which was reviewed by the Senior Leadership Team prior to the Finance Committee meeting. It was noted that the 2024/25 budget is balanced. The 2024/25 capital budget was also reviewed by the Finance Committee and it was highlighted that there is \$13M in capital cost requests which includes the Lumeo Project. No concerns were noted by the Finance Committee or the Board and the 2024/25 budget/capital budget was approved.

Motion #9
Rationale: The Board of Directors is required to review and approve capital requests.
Motion: The Board of Directors hereby approves the 2024/25 budget including capital requests, as recommended by the Finance Committee.
Moved by: Rosaleen Cutler
Seconded by: Jamie Uson
The motion was carried.

3.5.3 Policy Review – B-16 Signing Authority, B-18 Capital and Non-Capital Equipment Requests and B-19 Procurement

The Finance Committee reviewed the following policies which were amended as a result of organizational/title changes and the 3SO purchasing and contracting service change to Mohawk Medbuy Corporation:

- B-16 – Signing Authority
B-18 - Capital and Non-Capital Equipment Requests
B-19 - Procurement



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No concerns were noted by the Finance Committee or the Board and the above polices were approved.

Motion #10

*Rationale: Normal Practice*

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

- B-16 – Signing Authority
- B-18 - Capital and Non-Capital Equipment Requests
- B-19 - Procurement

Moved by: Geoff Griffin  
 Seconded by: Rosaleen Cutler

The motion was carried.

3.5.4 Community Annual Planning Submission Review

The Finance Committee reviewed the Hospice Lennox & Addington (HLA) 2024-25 budget and no concerns were noted. It was highlighted that the 2024/25 CAPS budget includes HOOPP contributions as the HLA is now a member of the OHA, therefore, has been approved as a HOOPP employer.

No concerns were noted by the Board.

Motion #11

*Rationale: Annually, the hospital is required to submit a Community Annual Planning Submission (CAPS), which includes a budget for Hospice L&A and formulates part of our Multi-Sector Accountability Agreement (MSAA).*

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**Motion: The Board of Directors hereby approves the Hospice Lennox & Addington 2024-25 budget, as recommended by the Finance Committee.**

Moved by: Allan MacGregor  
 Seconded by: Bob Clancey

The motion was carried.

3.5.5 25 Year LTC Plan

The 25 Year LTC cash flow projection was reviewed by the Finance Committee. It was highlighted that the 25 year LTC cash flow projection was a Ministry requirement which was reviewed by both the Ministry and the OFA in December 2022. At that time the projected LTC project completion date was September 2024 but due to a delay in receiving the Development Agreement the scheduled completion date as per the Ministry’s approval to construct letter is now July 3, 2025. No concerns were noted by the Finance Committee or the Board.

Motion #12

*Rationale: Normal Practice*

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**Motion: The Board of Directors hereby approves 25 Year LTC Plan, as recommended by the Finance Committee.**



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Moved by: Jamie Uson
Seconded by: Laurie French

The motion was carried.

3.5.6 Group N Hospital Assignment

Sanjeev stated that as per the Public Hospitals Act a hospital with a MRI machine must have a group N hospital assignment prior to accepting any MRI payment from other health facilities. A resolution by the Board of Directors must be submitted to Ontario Health and the OHA 2 months prior to the opening of the MRI Suite at LACGH. No concerns were noted by the Finance Committee or the Board.

Wayne noted that there have been some added unexpected costs related to the MRI project which has created a delay, however, the project timing is still on target.

Motion #13

Rationale: Normal Practice

Motion: The Board of Directors hereby approves the Group N Hospital Assignment change to allow the hospital to accept MRI payment from other facilities.

Moved by: Geoff Griffin
Seconded by: Jamie Uson

The motion was carried.

3.6 Volunteer Services Report

Marg Isbester noted that Susan Jack is recruiting volunteers constantly, which will be a great help as some of the current volunteers are snowbirds and will be unavailable during the winter months. The volunteers are helping patients navigate through the hospital during the construction period.

3.7 Foundation Report

Kelly Roantree noted that Rhonda Cunningham, CEO of the Northumberland Hills Hospital Foundation presented at the Foundation’s November Board meeting on the “Role of the Foundation Board in a Capital Campaign”; the presentation was helpful. Contributions for our MRI Campaign are starting to come in. Giving Tuesday, a global day of giving, raised \$14,052 in one day in support of the MRI Campaign. The November 50/50 was the largest pot to date, \$6,875, which was awarded to an employee of the hospital. The Tribute Tree at the main entrance of the hospital is almost full and has raised \$25,210 to date.

3.8 Chief Executive Officer’s Report

There was nothing further to the written report provided in the Board package.

Motion #14

Rationale: Normal Practice

Motion: The Board of Directors hereby accepts the reports from the Quality Committee, Medical Advisory Committee, Pastoral Care Committee, Art Decor Committee, Finance Committee, Volunteer Services, Foundation and the CEO.



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Moved by: Laurie French  
Seconded by: Bob Clancey

The motion was carried.

4. Other

4.1 Correspondence Received up to December 1, 2023.

There was nothing further to report for correspondence.

5. New Business

5.1 January 2024 Board of Directors Meeting date

Deb stated that the next Board meeting falls on Tuesday January 2, 2024 and asked if anyone had any concerns moving the meeting to January 9<sup>th</sup> given the close proximity to the holidays. There were no concerns noted.

6. Closed Session

At 7:30 p.m., the Board moved into closed session. Tracy Ringrose, Erin Brown, Kelly Roantree, Marg Isbester, Dr. Morrison and Dr. Patel left the meeting.

Motion #15

*Rationale: Normal Practice*

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

Moved by: Allan MacGregor  
Seconded by: Bob Clancey

The motion was carried.

At 8:31 p.m., the Board rose from closed session.

Motion #16

*Rationale: Normal Practice*

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

Moved by: Bob Clancey  
Seconded by: Geoff Griffin

The motion was carried.

7. Meeting Closing

7.1 Next Meeting

The next regular meeting of the Board is scheduled for 6:30 p.m., on Tuesday January 9, 2024.

7.2 Adjournment

The meeting was adjourned at 8:31 p.m.



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Motion #17

*Rationale: Normal Practice*

***Motion: That the Board of Directors hereby adjourns their meeting at 8:31 p.m. on December 5, 2023.***

Moved by: Bob Clancey

Seconded by: Geoff Griffin

The motion was carried.