

LENNOX & ADDINGTON COUNTY GENERAL HOSPITAL



BOARD OF DIRECTORS MEETING MINUTES September 8, 2020 Zoom Videoconference

A meeting of the Board of Directors of the Lennox & Addington County General Hospital was held via Zoom at 6:30 p.m., on September 8, 2020.

PRESENT:

Board:	Allan MacGregor (Chair)	Lori Francis
	Deb Lowry	Geoff Griffin
	Michelle Smith	Dr. Kim Morrison
	Wayne Coveyduck	Dr. Crystal Gonu
	Bob Clancey	Tracy Kent-Hillis
	Chris Seeley	Adrienne Harris-Hale
	Robert Paul	Susan Jack

REGRETS:

	Jamie Uson	John Wise
	Norm Clark	
Staff in Attendance:	Darlene Moore	Erin Brown
	Tracy Ringrose	Sheila Mabee (Recorder)

1. Call to Order/Opening Remarks

The meeting was called to order at 6:30 p.m., by Allan MacGregor.

2. Approval of the Agenda

The agenda was approved as circulated.

Motion #1

Rationale: Normal Practice

Motion: That the Board of Directors hereby approves the agenda dated September 8, 2020.

Moved by: Deb Lowry

Seconded by: Chris Seeley

The motion was carried.

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.

LENNOX & ADDINGTON COUNTY GENERAL HOSPITAL



BOARD OF DIRECTORS MEETING MINUTES September 8, 2020 Zoom Videoconference

Motion #2

Rationale: Normal Practice

Motion: That the Board of Directors hereby approves the minutes of the previous meeting dated June 16, 2020.

Moved by: Geoff Griffin

Seconded by: Lori Francis

The motion was carried.

5. **New Business**

5.1 FLA-OHT Update

Allan MacGregor turned the floor over to Dr. Morrison to provide an OHT update. Dr. Morrison provided the following update:

As the Board may recall, pre-COVID at the end of January, the RFLA-OHT & SE-OHT came together to submit a combined progress report to the Ministry under the name FLA-OHT. This new group uses the KFLA Public Health geographical boundaries.

In mid-March, we expected to have a decision back from the Ministry, and then COVID hit and everything stopped.

Late in July, our Ministry OHT point of contact, Osagie Omere reached out to inquire about where we were at with the OHT work. This led to a 15-minute phone conversation with the Ministry to inform on progress including how the geographical boundaries made sense, how the group was working well together. Primary Care had formed a COVID response table in addition to the primary care council and had learned a lot in connecting with hospitals and Public Health during the COVID-19 crisis. The group noted to the Ministry that things with respect to virtual care progressed very quickly due to the pandemic.

Three days later, Mr. Omere called back to ask about the revised name for the combined OHT, which of course is, Frontenac, Lennox & Addington-Ontario Health Team (FLA-OHT) and asked to submit a full application. This application is due to the Ministry by September 18, 2020.

The main partners for all OHTs are hospitals, primary care and home & community care. Using the lessons learned through the COVID-19 pandemic will help to form a fully functioning OHT.

Work has been underway in the last several weeks for a revised full application, which should be available for review by tomorrow, September 9, 2020. This will be circulated electronically once it's complete for circulation.

The major changes to highlight include:

- The year-1 population will now be the entire geography, rather than the rural subpopulation.
- The concept will be based on the *Patients Medical Home* and the *Patients Medical Neighbourhood* platform developed by the Canadian College of Family Physicians.
 - Patients Medical Home: simply meaning all services required to keep people safe in home i.e. adequate food, housing, medication reconciliation, home care, etc.
 - Patients Medical Neighbourhood: meaning other services that would be required – i.e. services you'd want to have in your health care circle – public health, LTC, hospitals, things you need in your neighbourhood

LENNOX & ADDINGTON COUNTY GENERAL HOSPITAL



BOARD OF DIRECTORS

MEETING MINUTES

September 8, 2020

Zoom Videoconference

- The FLA-OHT full application focuses on three (3) main goals:
 - (1) Helping people age well at home.
 - (2) Attachment to primary care in some form or other (this could be a nurse practitioner, doctor, mental health team, an elder or Indigenous leader, etc.).
 - (3) Ability to integrate mental health into primary care (recognizing, specifically highlighted through the pandemic crisis, how important mental health is and having it part of keeping well so this will be part of the Patients Medical Home and not in the Patient Medical Neighbourhood).
- The FLA-OHT steering committee began further discussion with Indigenous peoples with a “talking circle” recently. It was made clear that they wanted to be included as this moves forward.
- The role of hospitals and CSS agencies all have a place in the new application. Dr. Morrison apologized for not having the final copy ready for review at this Board meeting, but the goal would allow for input by the end of the week for approval for next week’s submission deadline of September 18, 2020.
- The Board discussed the best path forward in terms of obtaining Board sign-off, following review of the application, as timing is of essence.
- There was some concerns voiced about the governance for the FLA-OHT and what the role of the hospital would be, as it is important for our organization to maintain local governance.
- Dr. Morrison noted that the decision-making framework and governance were major pieces of work to be completed after this approval process. It was important to note that the decision-making process was intentionally not addressed in this application – it is not a contract – it is more about commitment to the vision of what the FLA-OHT is trying to accomplish.
- The group further discussed engaging in a the process in a meaningful way by taking a leadership role. At this point the LACGH Board was not being asked to give up any autonomy or authority.
- There were no objections to receiving the application for review (by September 9) and submitting any issues by the end of the week and that the application approval go forward unless there were significant objections.
- After the September 18th deadline, it was expected that we would receive a response from the Ministry by October 19, 2020.

Motion #3

Rationale: Board endorsement of the OHT application is required in order to be a part of, and have a voice in, the evolution of what integrated health care delivery looks like for our region.

Motion: The Board of Directors will receive the draft Application for the FLA-OHT in the short period of time for their review. Feedback and any concerns are to be submitted to Allan MacGregor and/or Kim Morrison by the end of the week (September 11).

Barring none, the LACGH Board of Directors is in support of the full FLA-OHT application as submitted.

Moved by: Geoff Griffin

Seconded by: Deb Lowry

The motion was carried.

LENNOX & ADDINGTON COUNTY GENERAL HOSPITAL



BOARD OF DIRECTORS MEETING MINUTES September 8, 2020 Zoom Videoconference

6. Reports

6.1 Medical Advisory Committee

Dr. Morrison highlighted the following from the June 11 and August 13, 2020 Medical Advisory Committee meetings:

Two programs had significant changes reported during the month of June:

- The DI department's BMD program was accredited, a first for our region. DI also introduced an integrated obstetrical ultrasound program. Both were great pieces of work by Erin Brown and Dr. Annette Polanski.
- The Cardiac Rehab Program converted entirely to a virtual program, thanks in part to COVID-19. Erin Brown and the Department of Internal Medicine have done great work in reaching out to people and this is a great step forward to ensuring program access to those who work or have limited access to transportation. The second program is the infusion, transfusion and phlebotomy which has been completely redesigned with a seamless integration to primary care in the community with internal medicine. Both were huge undertakings and special thanks should go out to both Erin Brown and Dr. Nicola Matthews for making this happen.

In August, the Medical Advisory Committee reviewed the lab report. Everything on that front is fine and the lab is adding a few new tests to their menu.

The Medical Advisory Committee brought back the physician satisfaction survey completed last fall. Dr. Gonu is working on some areas to provide more support for physicians to bring them all together and build on the collaboration experienced during the COVID-19 pandemic. Top of mind is how to deal with some of the things so that doctors feel supported in the work that they do.

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

- Clementine Janet Lui - Consulting (Oncology)
- Kieran Moore – Courtesy without Admitting (Public Health & Preventative Medicine with Emergency)
- Wiley Chung - Consulting (General Surgery)
- Mykola Khokhotva - Active (General Surgery)
- David Robertson - Active (General Surgery)
- Davide Bardana - Consulting (Orthopaedics)
- Aaron Campbell - Consulting (Orthopaedics)
- James Hendry - Consulting (Plastic Surgery)
- Glykeria Martou - Consulting (Plastic Surgery)
- Doug McKay - Consulting (Plastic Surgery)
- Fred Watkins - Consulting (Plastic Surgery)

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.

LENNOX & ADDINGTON COUNTY GENERAL HOSPITAL



BOARD OF DIRECTORS MEETING MINUTES September 8, 2020 Zoom Videoconference

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:

- *Clementine Janet Lui - Consulting (Oncology)*
- *Kieran Moore – Courtesy without Admitting (Public Health & Preventative Medicine with Emergency)*
- *Wiley Chung - Consulting (General Surgery)*
- *Mykola Khokhotva - Active (General Surgery)*
- *David Robertson - Active (General Surgery)*
- *Davide Bardana - Consulting (Orthopaedics)*
- *Aaron Campbell - Consulting (Orthopaedics)*
- *James Hendry - Consulting (Plastic Surgery)*
- *Glykeria Martou - Consulting (Plastic Surgery)*
- *Doug McKay - Consulting (Plastic Surgery)*
- *Fred Watkins - Consulting (Plastic Surgery)*

Moved by: Lori Francis

Seconded by: Deb Lowry

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:

- *Jessica Andrews – Active (General Surgery) **Change to Active staff from Associate & addition of post-op hernia repair***

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:

- *Jessica Andrews – Active (General Surgery) **Change to Active staff from Associate & addition of post-op hernia repair***

Moved by: Bob Clancey

Seconded by: Chris Seeley

The motion was carried.

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

LENNOX & ADDINGTON COUNTY GENERAL HOSPITAL



BOARD OF DIRECTORS MEETING MINUTES September 8, 2020 Zoom Videoconference

- Arlan Walsh - Locum Tenens (Family Medicine)
- Molly Touzel - Associate (Family Medicine)
- Logan Seaman - Locum Tenens (Emergency Medicine)
- Laurie Fasola - Locum Tenens (General Surgery)
- Emily Stern - Consulting (Gynaecology)

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:

- Arlan Walsh - Locum Tenens (Family Medicine)
- Molly Touzel - Associate (Family Medicine)
- Logan Seaman - Locum Tenens (Emergency Medicine)
- Laurie Fasola - Locum Tenens (General Surgery)
- Emily Stern - Consulting (Gynaecology)

Moved by: Lori Francis

Seconded by: Deb Lowry

The motion was carried.

Allan MacGregor extended special congratulations to Dr. Morrison, who just celebrated 25 years at LACGH on September 1, 2020. Dr. Morrison will be celebrated, as customary, once COVID restrictions are further lifted.

6.2 Foundation

Further to the report circulated in the meeting package, Adrienne Harris-Hale highlighted the following from the Foundation:

- This fall, the Foundation has launched a virtual campaign, "Catch the Ace". Tickets went on sale September 4. There will be a draw this Thursday and subsequent until someone catches the Ace.
- Tim Horton's will be running the Smile Cookie campaign again this year during the week of September 14. The Foundation is once again the local charity of choice. If anyone is interested in decorating cookies, they are encouraged to contact the Foundation Office.
- The Foundation is looking at alternatives for the Winter Gala and the Fall Donor Tea – more detail to come.

6.3 Volunteer Services

Susan Jack reported that the Volunteer Services Executive had met last Tuesday. The Volunteers are eager to get back to volunteering; however, they understand the need to be cautious, given the vulnerable nature of the membership. It has been decided that they take things on a month by month

LENNOX & ADDINGTON COUNTY GENERAL HOSPITAL



BOARD OF DIRECTORS MEETING MINUTES September 8, 2020 Zoom Videoconference

basis. If they do decide to return, it will likely start with the coffee/gift shop and BMD/Mammo, when they can.

The Volunteer Services has a new Secretary, as Alice Carlson has taken on the role of Vice President.

Allan MacGregor noted for Susan Jack to pass on that the Hospital misses our Volunteers and due to the age and health conditions of some of the volunteers, safety is of the utmost importance to everyone and that it was hoped they would have the volunteers back on site soon!

6.4 Chief Executive Officer's Report

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

- The Strategic Plan will be crafted over the coming months. It was to be discussed at the September 2020 Board Development Retreat so the Board had an opportunity to weigh in on it, however the Retreat had to be delayed due to the pandemic and inability of the venue to re-open at this point in time.
- Things are getting back to near normal with a continuous effort to streamline things. ER volumes are back up, clinic numbers are growing, but there is still a strong overlay of COVID.
- Flood recovery work progressed quite well. Wayne notified that the team did a great job of identifying damaged equipment. To date, the insurer has not forwarded any money to us. At this point, we are expecting the costs to be around \$1.5 million. Wayne noted he had followed up with the insurer to inquire when we might expect the cheque as we will soon begin to incur interest on the equipment purchased. Our local Insurance Agent has been made aware.
- The Supportive Living project is well underway with one wing almost complete. Tracy Kent-Hillis will be working with the LHIN Home & Community Care staff to make sure enrolment conditions are met. It was expected that residents could begin to move in early 2021.

Motion #7

Rationale: Normal Practice

Motion: The Board of Directors hereby accepts the reports from the Medical Advisory Committee, Foundation, Volunteer Services and the CEO.

Moved by: Bob Clancey

Seconded by: Michelle Smith

The motion was carried.

7. Correspondence Received up to September 1, 2020

There was nothing further to report for correspondence.

Further to the correspondence summary, Allan highlighted that the Regional HIS Project is moving forward. At the June 2020 Board meeting, it was reported that one outlier had yet to sign off on moving forward. All 6 hospital corporations have now signed on to the Project.

The preferred proponent has been selected and we are at the beginning phase of negotiations. As there is a cash portion that our hospital has been allocated to contribute (just under \$30,000). There are two payments in the schedule with the second part of the payment due in January 2021. No concerns were noted by the Board.

LENNOX & ADDINGTON COUNTY GENERAL HOSPITAL



BOARD OF DIRECTORS MEETING MINUTES September 8, 2020 Zoom Videoconference

Motion #8

Rationale:

Regional Hospital Information System (HIS) Project

Letter of Participation: Negotiations Phase

The South East Cluster (the "Cluster") recognizes that to achieve patient centred, effective care coordination across the system, enhance the ability to make best use of collective resources, achieve more system-like behavior, and have the agility to address future funding changes, a major, system-wide clinical transformation is needed. This clinical transformation will meet clinical information needs of both the hospitals and the region.

The six hospitals within the South East Cluster are:

- (1) Brockville General Hospital (BGH);
- (2) Kingston Health Sciences Centre (KHSC);
- (3) Lennox & Addington County General Hospital (LACGH);
- (4) Perth & Smiths Falls District Hospital (PSFDH)
- (5) Providence Care (PCC); and
- (6) Quinte Health Care (QHC).

Funding Required

Following Board Approvals and endorsement of the Advisory Committee, the hospitals CEOs approved work to move forward with the Negotiations Phase of the Regional HIS Project during the March 4, 2020 SECHAF meeting. The Negotiations Phase work is anticipated to be completed during the 10-month period between June 2020 to March 2021. Funding required and cost distribution for this phase of the project is as follows:

Expenditure Type	Negotiations		%
Capital Expenditures	Hardware	\$ -	0%
	Software	\$ -	
	Capital Total	\$ -	
Operational Resources	Core Project Resources	\$ 368,156	32%
	Resources Total	\$ 368,156	
Operational Expenditures	Travel, Accommodations and Meals	\$ 16,000	60%
	Administration and Core Services	\$ 9,000	
	Professional Services	\$ 651,603	
	Expense Total	\$ 676,603	
Contingency Reserve	Contingency (8%)	\$ 90,160	8%
	Contingency Total	\$ 90,160	
Grand Total	\$	1,134,919	100%

	Budget Approved	BGH (7.96%)	KHSC (51.3%)	LACGH (3.3%)	PSFDH (5.74%)	PCC (10.77%)	QHC (20.94%)
	\$ 1,134,919	\$ 90,283	\$ 582,168	\$ 37,486	\$ 65,122	\$ 122,242	\$ 237,618
Resource Contributions*	\$ 368,156	\$ -	\$ 301,007	\$ -	\$ -	\$ 17,940	\$ 49,208
Credits Forward**	\$ 251,986	\$ 20,702	\$ 132,171	\$ 8,595	\$ 14,934	\$ 25,639	\$ 49,945
Funding Estimated	\$ 514,777	\$ 69,581	\$ 148,990	\$ 28,891	\$ 50,188	\$ 78,663	\$ 138,465

* Resources on the Regional HIS Project team will be paid by their home site and hospitals receive a credit back to offset their operations.

** Credits Forward are determined based on the hospitals closing balance of the previous Regional HIS Project phase on April 30th, 2020.

LENNOX & ADDINGTON COUNTY GENERAL HOSPITAL



BOARD OF DIRECTORS MEETING MINUTES September 8, 2020 Zoom Videoconference

	Payments	BGH	KHSC	LACGH	PSFDH	PCC	QHC
Payment #1 (September 2020)	\$ 257,388	\$ 34,790	\$ 74,495	\$ 14,445	\$ 25,094	\$ 39,331	\$ 69,232
Payment #2 (January 2021)	\$ 257,388	\$ 34,790	\$ 74,495	\$ 14,445	\$ 25,094	\$ 39,331	\$ 69,232
Funding Estimated	\$ 514,777	\$ 69,581	\$ 148,990	\$ 28,891	\$ 50,188	\$ 78,663	\$ 138,465

*** Funding Estimated will be adjusted based on the actual resources contributed and credits forward following formal closeout.

Motion: That the Board of Directors hereby approves releasing the funds, in the amount of \$28,891, for the purpose of the Regional HIS Project, Negotiations Phase.

Moved by: Lori Francis
Seconded by: Deb Lowry

The motion was carried.

8. Other Business

Wayne highlighted that, with the insurance claim non-payment and the final pandemic payment for staff coming out during this pay period, this week we might be short on cash.

In looking at the cash in investments we have about \$300,000. Wayne wondered if it would be ok for Darlene to call the investment manager and ask to hold the cash until we are in to the new pay period so the money is there in case we need to make a draw. There was no concern with freezing the cash portion of the short-term investment for a period of a week or so to ensure we can cover the expenses.

9. Next Meeting

The next regular meeting of the Board is scheduled for 6:30 p.m., on October 6, 2020.

10. Adjournment

The meeting was adjourned at 7:29 p.m.

<p>Motion #9</p> <p><i>Rationale: Normal Practice</i></p> <p>Motion: That the Board of Directors hereby adjourns their meeting at 7:29 p.m. on October 6, 2020.</p> <p>Moved by: Bob Clancey Seconded by: Robert Paul</p> <p style="text-align: right;">The motion was carried.</p>
--