



Hôpital général de Nipissing Ouest West Nipissing General Hospital

725, chemin Coursol Road, Sturgeon Falls, ON P2B 2Y6

BOARD OF DIRECTORS

Monday, February 12th, 2024 at 18:30 (Boardroom / Zoom)

- MINUTES-

Present:

Jamie Restoule, Chair
Barry Bertrand, Vice-Chair
Fern Crépeau, Treasurer
Chris Wielusiewicz
Daniel Richard
Eric Stevens
Kimberley Lachapelle-Palamar
Renée Ragnitz
Dr. Ben Lalonde
Sue LeBeau*
Jennifer Moore*
Steffi Wittmaack*
Guy Robichaud, guest
Megan Lacelle, Recorder*

Regrets:

Collin Bourgeois
Robert Sutherland
Dr. Yves Vaillancourt

1. **Call to Order**

The meeting was called to order at 18:33 hours.

2. **Land Acknowledgement**

The Chair noted that we would like to acknowledge that this meeting is being held on the traditional lands of the Nipissing, Temagami and Dokis people and we pay our respect to the elders both past and present.

3. **Education Session/Presentation: Community Health Centre**

Guy Robichaud shared that the Community Health Centre (CHC) and the West Nipissing General Hospital are working together to serve more to the community. Guy explained that due to the COVID-19 challenges for the past couple years, primary care wait times have increased, there are issues with recruitment and retention of staff, a shortage of physicians and an increased demand for services such as mental health. Due to all the issues listed, this impacts financials and staff well-being.

Guy mentioned that all local health partners are feeling pressures. Therefore, it is crucial to work together to face challenges and work together to find solutions and implement them. Guy shared with the Board what the CHC and WNGH have been implementing together, which includes:

- MAiD is now being administered at WNGH.
- Collaboration with a GEM nurse.
- A new agreement that allows their dietitian to do dietary follow-ups at the hospital.
- A new agreement that allows the CHC to provide a fall prevention program to the ALC and CCC patients at WNGH.
- A staff member from the Alliance Centre has joined the CHC's "Youth Positive of Space" program.



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- Collaboration on Mental Health and Addictions initiatives.
- Collaboration on the Hospital Foundation Walk.

4. Declaration of Conflict of Interest / Declaration of Pecuniary Interest

No conflicts of interest or pecuniary interest were declared.

5. Approval of Consent Agenda

Moved by Daniel Richard and seconded by Fern Crépeau

«THAT THE CONSENT AGENDA FOR THE BOARD OF DIRECTORS MEETING OF FEBRUARY 12th, 2024, INCLUDING MINUTES, REPORTS AND RECOMMENDATIONS BE ACCEPTED AS PRESENTED,

WITH THE FOLLOWING ITEMS:

- .1 PRESIDENT & CEO NEWSLETTER – JANUARY & FEBRUARY 2024
- .2 BOARD OF DIRECTORS MEETING MINUTES – DECEMBER 11, 2023
- .3 FINANCE & AUDIT COMMITTEE MINUTES – NOVEMBER 28, 2023
- .4 HEALTH CARE QUALITY MINUTES **-NONE-**
- .5 ETHICS COMMITTEE MINUTES **-NONE-**
- .6 ALLIANCE CENTRE ADVISORY COMMITTEE MINUTES **-NONE-**
- .7 WNGH FOUNDATION BOARD MINUTES – NOVEMBER 14, 2023 & DECEMBER 12, 2023
- .8 CREDENTIAL COMMITTEE MINUTES – NOVEMBER 21, 2023 & DECEMBER 19, 2023
- .9 MEDICAL ADVISORY COMMITTEE MINUTES – NOVEMBER 21, 2023 & DECEMBER 19, 2023
- .10 BOARD EFFECTIVENESS SURVEY RESULTS – DECEMBER 11, 2023
- .11 CORPORATE SCORECARD REVIEW Q3. »

Carried M-24-01

6. Approval of Regular Agenda

Moved by Barry Bertrand and seconded by Eric Stevens

«THAT THE REGULAR AGENDA FOR THE BOARD OF DIRECTORS MEETING OF FEBRUARY 12TH, 2024 BE APPROVED AS PRESENTED. »

Carried M-24-02

7. Regular Agenda

- .1 President & CEO Update

Sue LeBeau updated the Board with the following:

- Sue and Steffi Wittmaack met with Ontario Health to highlight the gaps in funding for long-term care in many hospitals across the north, and to discuss the adverse impact on hospitals should the issues not be addressed.
- Found in the meeting package is the OHA's provincial pre-budget advocacy document designed for use by Small, Rural & Northern (SRN) Hospital CEOs in discussions with local Members of Provincial Parliament (MPPs). Sue has requested a meeting with our local MPP – she is awaiting a response.



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- Sue met with France Gelinias, NDP health critic. They candidly discussed our local, regional and overall northern situation with agency staffing, physician funding, and capital/infrastructure challenges, and primary care concerns.
- Sue and Jamie Restoule joined a municipal delegation to meet with our Health Minister on January 23, 2024, and addressed our local and regional challenges, emphasized the value WNGH brings to our community, and provided a call to action to protect our vital services. Found in the meeting package is Sue's presentation (note ED visits were corrected to read yearly, not daily).
- Northern Hospital CEOs met with OHA and the Ministries of Health and LTC again twice in January, as part of our ongoing conversation regarding cash flow and pressures.
- Sue met with Ontario Health and the Ministry of Health last week to follow-up with the financial challenges. They mentioned that by the end of the month hospitals should receive an average of 85% coverage for remaining Bill 124 expenditures which were not already compensated.
- For budget planning, the ministry advised: "Plan for the best case and worst case based on what you got last year".

.2 Chief of Staff Report

Dr. Ben Lalonde updated the Board with the following:

- That he has reached out to the Ministry again about FHT physicians staffing WNGH, and it is still on-going.
- That he has had conversations with the medical staff regarding the challenge with maintaining stipends; at the same time, our physicians are working many hours and are getting tired.
- That the emergency department is more challenging and is starting to see higher volumes and sicker patients come in.
- To recruit new physicians, Ben believes that physicians deserve more of a welcome to the community, such as a tour of the town or more information regarding the town.
- Ben assured the Board that we are working with our community on recruiting physicians and physicians are in demand right now.

.3 Medical Advisory Committee Recommendations – December 19, 2023

Moved by Renée Ragnitz and seconded by Chris Wielusiewicz

«THAT THE RECOMMENDATIONS ARISING FROM THE MEDICAL ADVISORY COMMITTEE MEETING OF DECEMBER 19TH, 2023 BE ACCEPTED AS PRESENTED.
»

Carried M-24-03

.4 Finance Update

Steffi Wittmaack provided a detailed update in the meeting package and also shared that:

- She has hired a part time financial analyst.
- She is working on purchasing a budget tool.
- She has hired a full time accounts receivable clerk.



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- Her payroll analyst has resigned and will be leaving at the end of next week. She will be meeting with the two vice-presidents at NBRHC regarding support for a payroll analyst for short and long term solutions.
- Nursing agency costs have improved by over 25% since the start of the fiscal year.
- She doesn't anticipate any cash flow pressures until June or July, when we have to pay back a loan.
- She will start a cash advance request in March for 2024-2025 to feel comfortable for the coming months.
- She is working with RBC and has received a loan of over \$2 million, to support MediTech Expanse. We will not draw from the loan if not needed; we will be seeking Board approval to secure the loan until November 2024, and separate approval if we need to draw from the loan.
- The account reconciliations will be rougher this year as the Finance Team works to update them.

.5 Clinical Update

Jennifer Moore updated the Board on the following:

Long-term Care

- We have successfully recruited a charge nurse in LTC.
- Jennifer is working through Point Click Care upgrades to incorporate RNAO best practices to our admission processes which will include resident/family centered care approach to care planning involving them at the onset and screening upon admission for delirium and depression.
- Jennifer is working with Pharmasave on the implementation of a barcoding system for medication administration to reduce the risk of errors to residents.
- Jennifer was asked to present at this year's annual Advantage Ontario convention for growing LTC leaders.

Acute Care

- We have successfully recruited a charge nurse in NCU/CCC.
- We have created a policy to provide clarity in nursing care assignments to ensure safe transition of patients from our Emergency department into our acute care unit and have cleaned up policies around resuscitation of patients.

Staffing

- The work with ONA is almost complete and we will be moving towards new master schedules on March 18, 2024 that are anticipated to decrease overtime and unfilled shifts.
- Our first year of the new attendance management program is complete and we have reviewed the policy and have made some changes to provide more clarity for 2024. The attendance records for all staff are being reviewed on a biweekly basis.

Regionally

- Our Alliance Centre team participated in an environmental scan of Rapid Access to Addiction Medicine services and highlighted gaps for our service area. There is specifically a need for more access to case management and withdrawal management services.



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Meditech

- There was a successful Information Technology downtime planning.
- Currently we are working through parallel testing and training simultaneously. The Super Users are being trained currently, and Alliance front end users are training this week. PSW, RN, and RPN front end training will begin next week, and physician training is scheduled for March 18 – 22, 2024.
- In testing, we are validating workflows and ensuring equipment and access is functioning properly, including validating tests sent to other sites can be resulted in the system.
- Information Technology is continuing to deploy new equipment throughout the organization, and cabling is being ran to accommodate our WiFi upgrades.

.6 Strategic Plan 2024

Sue LeBeau let the Board know that the Strategic Plan is due to be updated this year. Sue also shared that we base our corporate scorecard and CEO newsletter on strategic priorities. The work will consist of discussions, focus groups, and surveys, with the Board of Directors, Staff, Physicians, Community Partners and members. The Board agreed to aim to update the strategic plan in Q2 or Q3, and were open to either external or internal facilitation.

.7 Annual Meeting Date

Moved by Fern Crépeau and seconded by Eric Stevens

«THAT THE ANNUAL MEETING DATE BE APPROVED FOR JUNE 25, 2024. »

Carried M-24-04

.8 Review Bilingualism Policy

Moved by Barry Bertrand and seconded by Kimberley Lachapelle-Palamar

«THAT THE BILINGUALISM POLICY BE AMENDED TO INCLUDE:

- REMOVING ITEM 3 UNDER POLICY STATEMENT. »

Carried M-24-05

.9 Terms and Recruitment

It was shared that Daniel Richard is at the end of his third term which means he will be required to take at least one year off of the Board. That being said, we will need to recruit a new director. We will use the skills matrix to inform our recruitment advertisement and selection.

.10 Proposition to the Health Care Quality Committee

Sue LeBeau shared a table that provides proposed objectives for safe and effective care and their target performance goals. Here are the objectives:

- Continue to track the percentage of eligible staff trained to recognize, prevent and respond to workplace violence incidents.
- Enhance opportunities to incorporate meaningful patient and family feedback into service delivery, by implementing follow-up satisfaction calls to Patient/Clients/Residents across our services.
- Identify, define and plan process improvements for patient care in the areas of Incident Review of Falls, Skin and Wound, Pain Management, by identifying gaps and preparing action/education plans to close these gaps.



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8. Adjournment

The Meeting Effectiveness Survey will be provided to members via Survey Monkey.

Moved by Fern Crépeau and seconded by Renée Ragnitz

« THAT THE MEETING OF THE BOARD OF DIRECTORS OF FEBRUARY 12TH, 2024 BE
ADJOURNED AT 21:07 HOURS. »

Carried M-24-06

Jamie Restoule, Chair

Megan Lacelle, Recorder