



# Hôpital général de Nipissing Ouest West Nipissing General Hospital

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

## BOARD OF DIRECTORS

Monday, April 8<sup>th</sup>, 2024 at 18:30 (Boardroom / Zoom)

- MINUTES-

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Present:

Jamie Restoule, Chair  
Barry Bertrand, Vice-Chair  
Fern Crépeau, Treasurer  
Chris Wielusiewicz  
Eric Stevens  
Kimberley Lachapelle-Palamar  
Dr. Ben Lalonde  
Sue LeBeau\*  
Jennifer Moore\*  
Steffi Wittmaack\*  
Cheryl Cowden, guest  
Megan Lacelle, Recorder\*

Regrets:

Collin Bourgeois  
Daniel Richard  
Renée Ragnitz  
Robert Sutherland  
Dr. Yves Vaillancourt

### 1. Call to Order

The meeting was called to order at 18:40 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. Budget Tool Presentation

Cheryl Cowden, financial analyst, presented a very detailed and educational presentation to the Board of Directors on the ESM Budget Implementation. Cheryl presented and went into detail on each of the following:

- ESM Budget Implementation Plan: this is a minimum of a four month implementation. Cheryl has consulted with Information Technology for system set up, Human Resources for staff tracking, Staffing/Scheduling to determine normal staffing levels, and Health Sciences North to get downloads. Here are the phases for the implementation:
  - Phase 1: Project Coordination Kick Off – Contract Completion, Load System, Personnel, and Data Sources
  - Phase 2: Start Up – Provision of Server/VPN Connection, Provision of Access to Data Sources, Verification of Server Readiness, Server Installation, Script Tasks, Initial Data Pull from Source Systems, and Basic Dictionary Population
  - Phase 3: Implementation and Training – Dictionary Modification and Training, Allocation of positions, inflation and accounting periods, Salary Dictionary Modifications, and Validation
  - Phase 4: Integration of System Data
  - Phase 5: Start-up of GL Module – Load GL Module, Utilities, Distribution, Inflation, Load previous year actuals



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- Phase 6: Start-up of Salary Module – Validation of staff schedules, vacancies and agency staff
- Phase 7: Budgeting Reports
- Phase 8: Data Validation
- Phase 9: Budget, First Cut for Feedback
- Phase 10: Preliminary Draft and Active Budgeting
- Challenges Identified
- Prioritization or Corrections: this is where the issues can be corrected.
- Continue to review data quality challenges

Sue LeBeau acknowledged the Board's concern with not having a current and detailed budget. She explained that the previous budget tool was an Excel Spreadsheet and was not accurate, had a lack of detail and did not allocate dollars in the appropriate places. Several examples of gaps in the previous budget were shared.

Steffi Wittmaack explained that setting a budget immediately would leave too many gaps and would not be accurate. Cheryl's focused work to ensure cost centre allocations are appropriate will improve accuracy for each departments' budget and will also enable a benchmark exercise to identify areas of opportunity.

Steffi explained that compared WNGH to similar sized hospitals, we are under-resourced in Finance, and believes it is possible and reasonable to consider extra staffing support to ensure we stay current. For now, we have proceeded with temporary roles. At upcoming meetings, Steffi will share proposed longer-term support options.

#### 4. Education Session/Presentation: Strategic Planning

##### .1 Values Check

Sue LeBeau explained that the hospital's values will drive decisions and guide prioritization. Sue provided a document which includes the current values and potential values as well as the patient declaration values that are currently on the website and need to be updated as they are from 2011. The Board of Directors took the time to identify the top values:

- People Centered
  - Kindness
  - Equity/Inclusion/Diversity
  - Respect
  - Compassion
  - Empathy
- Communication
  - Internal
  - External
  - Celebrations
  - Pride
- Quality Care Close to Home
- Accountability
  - Systems thinking



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- Financial
- Ethical
- Teamwork

## .2 Strengths, Weaknesses, Opportunities, Threats (SWOT)

Jennifer Moore shared WNGH's SWOT.

### **Strengths**

- Long-Tenured Staff and Experienced Workforce
- Dedicated Team of Physicians

### **Weaknesses**

- Financial Pressures
- Recruitment and Retention Challenges
- Aging Infrastructure

### **Opportunities**

- Community and Hospital Partnerships
- Flexibility to Respond to Community Needs

### **Threats**

- Bed Pressures at Neighboring Larger Hospitals
- Cost-Intensive Projects
- Managing Outbreaks and Evolving COVID-19 Requirements
- Physician Recruitment

## .3 Next Steps Overview

The next steps for updating our values and strategic plan consist of:

- Consultation with staff, managers, community, partners, etc.;
- Bringing the draft values and themed outcomes of consultations to the Board of Directors;
- Board finalizing WNGH's values, vision, purpose and strategic plan.

## 5. **Declaration of Conflict of Interest / Declaration of Pecuniary Interest**

No conflicts of interest or pecuniary interest were declared.

## 6. **Approval of Consent Agenda**

Moved by Fern Crépeau and seconded by Barry Bertrand

«THAT THE CONSENT AGENDA FOR THE BOARD OF DIRECTORS MEETING OF APRIL 8<sup>th</sup>, 2024, INCLUDING MINUTES, REPORTS AND RECOMMENDATIONS BE ACCEPTED AS PRESENTED,

### **WITH THE FOLLOWING ITEMS:**

- .1 PRESIDENT & CEO NEWSLETTER – APRIL 2024
- .2 BOARD OF DIRECTORS MEETING MINUTES – MARCH 11, 2024
- .3 FINANCE & AUDIT COMMITTEE MINUTES – FEBRUARY 27, 2024
- .4 HEALTH CARE QUALITY MINUTES – DECEMBER 11, 2023
- .5 ETHICS COMMITTEE MINUTES **-NONE-**
- .6 ALLIANCE CENTRE ADVISORY COMMITTEE MINUTES – MARCH 5, 2024
- .7 WNGH FOUNDATION BOARD MINUTES – FEBRUARY 13, 2024



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- .8 CREDENTIAL COMMITTEE MINUTES – FEBRUARY 20, 2024
- .9 MEDICAL ADVISORY COMMITTEE MINUTES – FEBRUARY 20, 2024
- .10 BOARD EFFECTIVENESS SURVEY RESULTS – MARCH 11, 2024
- .11 CORPORATE SCORECARD REVIEW **-NONE-**. »

**Carried M-24-13**

## 7. Approval of Regular Agenda

Moved by Eric Stevens and seconded by Kimberley Lachapelle-Palamar

«THAT THE REGULAR AGENDA FOR THE BOARD OF DIRECTORS MEETING OF APRIL 8<sup>TH</sup>, 2024 BE AMENDED TO INCLUDE:

- MOVING THE BUDGET TOOL PRESENTATION TO ITEM #3. »

**Carried M-24-14**

## 8. Regular Agenda

### .1 President & CEO Update

Sue LeBeau updated the Board with the following:

#### **Provincial Budget and Funding**

- The government is providing a 4% increase in total base hospital funding. Details are still awaited on how that will be allocated amongst individual hospitals. This information is necessary to finalize budgets.
- New investments which impact hospitals will also be made in Primary Care, Home Care, and Long-Term Care.
- There will be new dollars for the North for HHR, infrastructure and innovative technologies (unfortunately MediTech is not likely to be eligible).
- Sue met with Ontario Health to follow up on the Balanced Budget Waiver accompanying letter she sent. They discussed the need for funding to be appropriate for the services hospitals are expected to offer.

#### **ONE HITS**

- WNGH is still on track to move to MediTech Expanse on June 4<sup>th</sup>. Staff and physicians are trained. Planning for regional and local supports for go-live are underway. The community will be advised that wait times in the emergency department will be longer as we get used to the new system.

#### **Bylaws**

- Sue and Megan Lacelle have done a review of the Board Bylaws to ensure congruence with the new OHA publication. WNGH's are already ONCA-compliant thanks to the previous CEO and Board's work. Overall, our bylaws are very similar to OHA's; this work is to prepare for the next Board review.

#### **External Partnerships and Leadership**

- Canadore and Boreal College Living Classroom: letters of support were provided for both of these PSW education initiatives in the West Nipissing community. Canadore College will host a classroom at WNGH.
- Physician recruitment: Sue has reconvened the local physician recruitment committee, which includes municipal, healthcare, education and other



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representatives. They are revisiting the terms of reference, including where the committee's leadership will land, and are drafting a local physician HHR status update and description of need.

- Journées Montfort: Sue will be speaking this week as a panelist at Journées Montfort, an event presented by the University of Ottawa's faculty of Medicine, Francophone Affairs, to physicians and healthcare professionals. The topic is healthcare challenges, potential solutions, and the role of privatization. Sue's focus will be on northern Ontario.
- OHA: Sue and Jamie will be attending the OHA Healthcare Leadership Summit in early May. This summit brings hospital leaders and Board Chairs together to discuss trends and challenges and future direction for hospitals.

## .2 Chief of Staff Report

Dr. Ben Lalonde had to unfortunately exit the meeting and was unable to give an update to the Board of Directors.

## .3 Medical Advisory Committee Recommendations – March 19, 2024

Moved by Chris Wielusiewicz and seconded by Fern Crépeau

«THAT THE RECOMMENDATIONS ARISING FROM THE MEDICAL ADVISORY COMMITTEE MEETING OF MARCH 19, 2024 BE ACCEPTED AS PRESENTED. »

**Carried M-24-15**

## .4 Finance Update

Steffi Wittmaack provided a detailed update in the meeting package as well as financial reports and also added that a payroll analyst has been recruited and will start in two weeks, to fill an existing vacancy. During the transition phase of the new hire, Steffi has hired a retired payroll analyst to temporarily support and help her for the audit preparation and reconciliations.

## .5 Clinical Update

Jennifer Moore updated the Board on the following:

- The management team celebrated Nathalie Ouellette, Nursing Care Unit Manager, who has been battling breast cancer for the past year as she received a cancer-free diagnosis. The management team had a potluck lunch to celebrate her success. Jennifer would like to recognize Nathalie not only for her courage throughout the past year but also for her dedication to the team as she worked throughout her entire treatment.
- The hospital had a successful code Amber (missing child) drill in March. This is a new code for WNGH to practice and essentially works as a lock down search of the facility. The WNGH team found the child in under 8 minutes.
- There was a Ministry of Health and Long-Term Care visit during the week of March 4<sup>th</sup> to 7<sup>th</sup>. The ministry came to review one critical incident and to investigate two inquiries. They were impressed with the Infection Prevention and Control measures put into place. We are already acting on the two written notifications received; Duty to Protect and Late Reporting.
- The occupational health/claims specialist role has been evolving. Emily Bole is getting the hospital on track with organizing health reviews at point of hire and



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streamlining return to work processes. The benefits of this role are already evident, with consistency in our approaches to management of sick time and accommodations.

- The work of cleaning out the old pharmacy space has begun in preparation for our partnership with the Research Institute for Aging and local post-secondary schools – Living Classroom PSW program.
- The Change Committee is focusing on creation of a palliative approach to care that will assist the clinical teams in providing safe and respectful care in any place within our facility for those at end-of-life. The team is also exploring ways to improve upon employee and long-service recognition.
- There is work being done to both streamline and automate the workplace safety inspection processes.

## .6 Review Policies

- Signing Authority #730-15  
Moved by Eric Stevens and seconded by Barry Bertrand  
«THAT THE SIGNING AUTHORITY #730-15 BE ACCEPTED AS PRESENTED. »  
**Carried M-24-16**
- Active Offer of FLS in Healthcare #730-68  
Moved by Kimberley Lachapelle-Palamar and seconded by Fern Crépeau  
«THAT THE ACTIVE OFFER OF FLS IN HEALTHCARE #730-68 BE ACCEPTED AS PRESENTED. »  
**Carried M-24-17**
- Authorization of CEO Expenses #730-32  
Moved by Chris Wielusiewicz and seconded by Eric Stevens  
«THAT THE AUTHORIZATION OF CEO EXPENSES #730-32 BE ACCEPTED AS PRESENTED. »  
**Carried M-24-18**
- Criminal Record Check (Board Members) #730-57  
Moved by Fern Crépeau and seconded by Barry Bertrand  
«THAT THE CRIMINAL RECORD CHECK (BOARD MEMBERS) #730-57 BE AMENDED TO INCLUDE:
  - #2 UNDER PROCEDURE, THAT THERE WILL BE NO COST TO THE VOLUNTEER. »**Carried M-24-19**

## .7 Director Recruitment

- Matrix  
Sue LeBeau explained that the recruitment advertisement was created by using the Matrix to identify the strengths that individuals can bring to the Board of Directors. These strengths include:
  - Healthcare/Social Services;
  - Risk Management;
  - Legal;
  - Construction Management, an asset;
  - Information Technology, an asset.



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- Advertisement

Sue LeBeau explained that the advertisement has been shared on the hospital's Facebook page multiple times. So far, there has only been one candidate and the deadline is on Monday, April 15, 2024. The Board is looking to recruit one director to replace Daniel Richard's term.

- Interview Questions

Sue LeBeau will share the presented interview questions with the candidate and will then bring the candidate's responses to the Executive and Governance meeting.

## 8. Non-Union Wages

Sue LeBeau explained that the non-union wage increase is to match ONA, with a 3% increase. This will cost approximately \$97,000 for this year and moving forward. Sue explained the risks of not going through with the wage increase, which includes:

- Retention and Recruitment;
- Some managers having a lower salary than their staff.

Moved by Chris Wielusiewicz and seconded by Kimberley Lachapelle-Palamar  
«THAT THE BOARD OF DIRECTORS APPROVE AN INCREASE TO NON-UNION WAGES BY 3% CONGRUENT WITH ONA FOR THE 2024-2025 FISCAL YEAR STARTING APRIL 1, 2024. »

**Carried M-24-20**

## 9. **Correspondence**

### 1. P4R Funding Letter

The Board read the P4R Funding Letter in their package and had no following questions.

### 2. Base Funding PSW Permanent Compensation Enhancement Letter

The Board read the Base Funding PSW Permanent Compensation Enhancement Letter in their package and had no following questions.

### 3. Alliance One-time Funding Letter

The Board read the Alliance One-time Funding Letter in their package and had no following questions.

### 4. Notice and Extension of Long-Term Care Home Service Accountability Agreement (L-SAA)

The Board read the notice and Extension of Long-Term Care Home Service Accountability Agreement (L-SAA) Letter in their package and had no following questions.

### 5. Notice and Extension of Multi-Sector Service Accountability Agreement (M-SAA)

The Board read the Notice and Extension of Multi-Sector Service Accountability Agreement (M-SAA) Letter in their package and had no following questions.



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6. Notice and Extension of Hospital Service Accountability Agreement (H-SAA)  
The Board read the Notice and Extension of Hospital Service Accountability Agreement (H-SAA) Letter in their package and had no following questions.

**10. Adjournment**

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

Moved by Fern Crépeau and seconded by Eric Stevens

« THAT THE MEETING OF THE BOARD OF DIRECTORS OF APRIL 8<sup>TH</sup>, 2024 BE  
ADJOURNED AT 21:20 HOURS. »

**Carried M-24-21**

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Jamie Restoule, Chair

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Megan Lacelle, Recorder