



**MINUTES**  
**REGULAR OPEN MEETING of the BOARD OF DIRECTORS**  
Thursday, December 5, 2024 / 5:30 p.m. / RMH Boardroom

---

<b>Elected Directors:</b>	Christine Norris, Board Chair* Emily Avery-Graves, Director* Milad Bazaz, Director* Karen Goodhand, Director* Maggie Houston-White, Director* Beverley John, Director*	David Kimmerly, Treasurer* Paul McPherson, Director* Karissa Ward, Vice Chair* Mark Wilson, Director* Laurie Wright, Director*
<b>Ex-Officio / Appointed Directors:</b>	Dr. Bharat Chawla, Chief of Staff Kelly Isfan, President & CEO	Dr. Jessica Robinson, Professional Staff VP
<b>Regrets:</b>	Dr. Jamie McNabb, Professional Staff President	Vlad Padure, VP Clinical & CNE Amy Terrill, Director*
<b>Staff Resources:</b>	Yen Daniel, VP & CFO Emma Elley, CHRO	Tamra Fierheller, Executive Assistant, Recorder Daniel Meraw, CIO & Director ICT

**Guests:**

\*voting member

---

**1. CALL TO ORDER**

Ms. C. Norris, Chair, called the (Open) meeting to order at 5:37 p.m.

**1.1 Quorum** – Quorum was confirmed.

**1.2 Approval of Agenda** – The agenda was reviewed. Thereafter, there was a  
**MOTION: That the agenda be approved as presented.**

Ms. B. John/Ms. K. Ward, **CARRIED**

**1.3 Declarations of Conflict of Interest** – None declared.

**1.4 Acknowledgement of the Hospital's Vision/Mission/Values** – The Hospital's Vision, Mission and Values were acknowledged.

**1.5 Patient Story** – A Patient Story was shared.

**2. CONSENT AGENDA**

Items identified as part of the consent agenda were pre-circulated and the related motions were presented as follows:

**1. MOTION: That the draft minutes of the (Open) Board of Directors meeting of October 3, 2024, be approved as circulated.**

**2. MOTION: That the Board of Directors receives the draft minutes of the Quality/Governance & Planning Committee meeting of November 19, 2024.**

**3. MOTION: That the Board of Directors approves the following governance policies as presented, as recommended by the Quality/Governance & Planning Committee.**

- Board of Directors, Accountability Statement
- Board of Directors, Attendance Requirements

- Board of Directors, Board Chair Performance Evaluation
- Board of Directors, Board Chair Position Description
- Board of Directors, Chief Executive Officer Succession Planning
- Board of Directors, Chief of Staff Succession Planning
- Board of Directors, Performance Evaluation, Individual Member
- Board of Directors, Position Description
- Board of Directors, Statement of Roles and Responsibilities

4. **MOTION:** That the Board of Directors receives the draft minutes of the Resources & Audit Committee meeting of November 21, 2024.

Thereafter, there was a

**MOTION:** *That the Board of Directors approves motions 1 through 4 on the (Open) Consent Agenda for December 5, 2024, as presented.*

Ms. K. Ward/Ms. E. Avery-Graves, **CARRIED**

3. **BOARD BUSINESS – QUALITY/GOVERNANCE & PLANNING COMMITTEE**

**3.1 President & CEO Goals** – The draft 2024/25 President & CEO Goals, and related minutes from the Quality/Governance & Planning meeting of November 19, 2024, were pre-circulated. The Strategic Plan remains a priority, with efforts directed at executing this year’s deliverables and setting new goals for the next fiscal year. The Master Plan includes the development of the Functional Plan for the Emergency Department redevelopment. While the Ministry of Health has announced the project, funding has yet to be confirmed, and the Hospital will engage with the Ministry’s Capital Branch to determine next steps. The Professional Staff initiative continues with the development of the Obstetrics Program, aiming to build capacity and confidence, alongside ongoing recruitment of a third Ob/Gyn. Finally, Senior Leadership Succession Planning is in progress, with the recruitment of a new Chief of Staff. The Search Committee is dedicated to a thorough selection process to ensure a suitable candidate is identified.

**3.2 Corporate Policy – Land Acknowledgement** – The draft of the new corporate Land Acknowledgement policy, and related minutes from the Quality/Governance & Planning meeting of November 19, 2024, were pre-circulated. The policy/procedure was developed to support use of the new RMH Land Acknowledgement that the Board of Directors approved in October 2024.

There was a

**MOTION:** *That the Board of Directors approves the corporate Land Acknowledgement policy as presented.*

Ms. B. John/Mr. M. Bazaz, **CARRIED**

4. **BOARD BUSINESS – RESOURCES & AUDIT COMMITTEE**

None identified.

5. **REPORTS**

**5.1 Report of the Chief of Staff** – The Report of the Chief of Staff was pre-circulated.

Chief of Staff, Dr. B. Chawla reviewed the items referenced in the report. Of highlight:

- The Department of Internal Medicine continues recruitment efforts. The addition of a second internal medicine line has improved coverage, but its sustainability is unknown.
- In the Department of Surgery, the newly hired Physician Assistant has contributed to enhanced capacity. Dr. El Harram, a Urologist with 30 years of service, is set to retire. Recruitment efforts are underway to fill this gap in collaboration with PRHC.
- The Department of Obstetrics is working to recruit a third Obstetrician. While on-call coverage has improved, reliance on locums remains a challenge. A recent department-wide meeting identified challenges and set goals for improving consistency and growth, with working groups being formed to address key areas.
- In the Department of Hospitalist Medicine, efforts are underway to optimize nurse practitioner support for greater effectiveness.
- Physician recruitment remains a priority across Internal Medicine, Emergency Medicine, and Obstetrics.
- The OTN Neurology clinic has been well received, with increasing referrals improving community access to care.

Following an opportunity for discussion, there was a

**MOTION:** *That the Board of Directors receives the Report of the Chief of Staff for December 5, 2024.*

Mr. P. McPherson/Ms. K. Goodhand, **CARRIED**

**5.2 Report of the President & CEO** – A slide deck was tabled at the meeting related to HR Indicators and efforts tied to this year’s strategic goal to reduce voluntary staff turnover. Of highlight:

- The 2024/25 strategic goal aims to reduce overall voluntary staff turnover to below 9% by March 31, 2025, and specifically decrease turnover among new hires with less than one year of service.
- The overall voluntary turnover rate for 2024/25 is currently 12.18%, with new hire turnover at 14.29%, both exceeding the Ontario Hospital Association (OHA) benchmark of 7.59%.
- Staff vacancies remain a challenge, with 58 vacancies across 973 positions, including 21 hard-to-fill union roles. Registered Nurses (RNs) have the highest vacancy rate at 9%, followed by Registered Practical Nurses (RPNs) at 3.6%. RMH’s vacancy rate for permanent full-time and part-time positions is 3.51%, which is lower than the OHA community benchmark of 5.57%. However, specific roles such as Nurse Practitioners (NPs) and Echocardiographers have notably high vacancy rates of 20% and 33.33%, respectively.
- A review of new hire leavers revealed that 48% of employees who left within their first year were classified as “do not rehire” upon termination.
- Of the 92 total leavers (April–November), 62 were voluntary, with RNs, RPNs, and Allied Health professionals being the most affected. This prompted the formation of a Recruitment Working Group, which is focused on aligning hiring practices with RMH’s strategic goals, improving candidate experience, and fostering workforce sustainability. Key focus areas include workforce planning, RMH branding, recruitment processes, and leader skill development.

Following discussion, there was a

**MOTION:** *That the Board of Directors receives the verbal Report of the President & CEO for December 5, 2024.*

Ms. L. Wright/Ms. M. Houston-White, **CARRIED**

**6. OTHER BUSINESS**

**6.1 2024/25 Board Work Plan Status Update** – The Board of Director’s Annual Work Plan (September 2024 – June 2025) was pre-circulated. The Board’s progress through to the end of November 2024 was reviewed.

**6.2 Next Regular Meeting Date** – February 6, 2024.

**7. MOTION TO ADJOURN THE OPEN MEETING & MOVE INTO THE CLOSED MEETING**

On a motion of Mr. P. McPherson, the Open meeting adjourned at 6:10 p.m. and the Board moved into its Closed meeting.

\_\_\_\_\_  
Chair

\_\_\_\_\_  
Secretary

\_\_\_\_\_  
Date