



The (**OPEN**) meeting of the **Board of Governors** of the Ross Memorial Hospital was held on **Thursday, January 30, 2020**, in the Boardroom of the Ross Memorial Hospital.

Present: Ms. W. Percival (Acting Chair), Mr. R. Ashmore, Ms. P. Clarke, Mr. J. Griepsma, Mr. L. Hope, Ms. B. Kennedy, Mr. D. Kimmerly, Mr. B. Nielson, Ms. C. Norris, Ms. A. Overhoff, Ms. M. Saunders (via teleconference), Ms. K. Ward, Ms. V. Nelson

Regrets: Ms. V. Harris, Dr. B. Chawla, Dr. A. Knox, Mr. W. Levine, Dr. J. McNabb, Ms. N. Rooney

By Invitation: Ms. E. Coons, Ms. E. Elley

1. CALL TO ORDER

Ms. W. Percival, Acting Chair, called the (Open) meeting to order at 6:04 pm.

1.1 Quorum – A quorum was confirmed.

1.2 Approval of Agenda – The agenda was reviewed. Thereafter, was a

MOTION: *That the agenda be approved as presented.*

Mr. L. Hope/Ms. P. Clarke, **CARRIED**

1.3 Declarations of Conflict of Interest – None declared.

1.4 Acknowledgement of the Hospital's Vision/Mission/Values – Acknowledged.

2. UNANIMOUS CONSENT – Items identified as part of the consent agenda were provided on a motion sheet in the unanimous consent portion of the meeting package and presented as follows:

1. MOTION: That the minutes of the (Open) Board of Governors meeting of November 28, 2019 be approved as circulated.

2. MOTION: That the Board of Governors receives the minutes of the Quality/Governance & Planning Committee meeting of January 21, 2020.

3. MOTION: That the Board of Governors receives the minutes of the Resources Committee meeting of January 23, 2020.

4. MOTION: That the Board of Governors approves the Amending Agreement to the Strategic Alliance Master Agreement between HHHS and RMH, which updates Schedule A2 – ICT Shared Services, Schedule C – ICIMT Terms of Reference, and removes Schedule A9 – Mental Health Leadership, and that the Amending Agreement be signed by the Board Chair and the President & CEO, as recommended by the Resources Committee.

Thereafter, there was a

MOTION: *That the Board of Governors approves motions 1 through 4 on the (Open) Unanimous Consent for January 30, 2020 as presented.*

Ms. C. Norris/Ms. K. Ward, **CARRIED**

3. BOARD BUSINESS – EXECUTIVE COMMITTEE

No meeting held to report.

4. BOARD BUSINESS – QUALITY / GOVERNANCE & PLANNING COMMITTEE

4.1 2020/21 Quality Improvement Plan Preliminary – Copies of a slide deck titled Developing RMH 2020/21 Quality Improvement Plan, and related minutes of the Quality/Governance & Planning Committee meeting of January 21, 2020 were previously provided (copies attached). Vice President Clinical & Chief Nursing Executive, Ms. A. Overhoff provided a high level overview of the annual cycle for Quality Improvement Plan (QIP) development and implementation, noting the Hospital is currently in Q4 of the 2019/20 QIP and at the preliminary stage of development of the 2020/21 QIP. Ms. Overhoff noted a large number of indicators were included on the 2019/20 QIP, but as the Board has identified the Regional Clinical Information System implementation as the Hospital's top transformational initiative, it is recommended that the 2020/21 QIP indicators be limited to those identified by Health Quality Ontario as mandatory and a few priority indicators.

Ms. Overhoff reviewed the proposed 2020/21 QIP indicators as follow:

- Time to inpatient bed (mandatory)
- Number of workplace violence incidents (mandatory)
- Collection of patient satisfaction from ICU (custom – patient centred)
- Repeat emergency visits for mental health (priority – new)
- Documented assessments of palliative care needs among patients with progressive life-limiting illness who were identified to benefit from palliative care (priority – revised)
- Alternate Level of Care rate (priority)

Ms. Overhoff noted that additional information related to performance targets will be presented in February before the final 2020/21 QIP is presented for approval in March.

4.2 2019/20 Corporate Goals & Objectives Q3 Status Update – Copies of the 2019/20 Corporate Goals & Objectives Q3 Status Update, and related minutes of the Quality/Governance & Planning Committee meeting of January 21, 2020 were previously provided (copies attached). Interim President & CEO, Ms. V. Nelson provided a high level overview of the year-to-date status related to: (1) Efforts to ensure a sustainable Hospitalist model. This includes consideration of recommendations received through the BIG Benchmarking review of the Hospitalist Department, and revising/updating the Hospitalists contracts. (2) The Master Programming/Master Planning project. The next Steering Committee meeting is scheduled for early March at which time current state will be reviewed. (3) Ontario Health Team (OHT) development. A Progress Report was recently submitted to the Ministry of Health and an announcement on whether the OHT will move into the Full Application stage is expected in March. Next steps include community engagement and implementation of the project's year one governance model, including initiation of various project working groups. (4) Continued funding advocacy. Ms. Nelson and incoming CEO, Kelly Isfan

recently met with MPP Laurie Scott to discuss medium size hospital funding and hospitalist recruitment and retention challenges. (5) Preparations for the Regional Clinical Information System (CIS) implementation. Ms. Nelson recently met with Haliburton Highlands Health Services leadership to finalize a joint leadership structure for the CIS project. A joint Change Management Director will be hired to promote and influence staff and physician project engagement and buy-in. Recruitment is also underway to hire a dedicated Clinical Project Manager and a Non-Clinical Project Manager for RMH.

5. BOARD BUSINESS – RESOURCES COMMITTEE

5.1 Financial Statements – Copies of the Statement of Revenues and Expenses (as at November 30, 2019), correspondence regarding the impact of the Plexxus ransomware attack, and related minutes of the Resources Committee meeting of January 23, 2020 were previously provided (copies attached). Interim President & CEO, Ms. V. Nelson noted that as a result of the Plexxus ransomware attack, the Hospital remains unable to produce accurate financial statements including the monthly Balance Sheet and Statement of Cash Flows normally provided through the Resources Committee. In addition, Ms. Nelson noted that the Statement of Revenue and Expenses provided includes only trended estimates for operating expenses related to Medical Staff, Medical and Surgical Supplies, Drugs and Medicines, and Supplies and Other Expenses. Further trended estimates will be built into the December statements.

Eight months into the 2019/20 fiscal year, the Hospital had recorded a projected year-end deficit of (\$871,829). Ms. Nelson noted that the projection includes conservative estimates. The largest impact on the Hospital's budget has been the Short Term Transition Model (retirement home) Project for which only five months of funding was received.

Ms. Nelson noted that the letter from the six Plexxus customer hospitals affected by the ransomware attack was provided to the relevant Ontario Health Transitional Regional Leads to ensure awareness of the issue and the impact on the financial data normally included in Q3 reporting. It is anticipated that Q4 reporting will be impacted as well. The Hospital's external auditors have a call scheduled with Plexxus and Plexxus' auditors from Deloitte, following which an Audit Committee meeting will be scheduled to discuss the extent of the impact on this year's audit.

6. BOARD BUSINESS – AUDIT COMMITTEE

No meeting held to report.

7. REPORTS:

7.1 Report of the Chief of Staff – Copies of the Report of the Chief of Staff dated January 2020 were previously provided (copy attached).

There was a

MOTION: That the January 2020 Report of the Chief of Staff be received.

Ms. C. Norris/Mr. D. Kimmerly, **CARRIED**

7.2 Report of the Hospital Foundation – Copies of the Foundation CEO’s Report to the Board of Governors dated January 2020 were previously provided (copy attached). Foundation CEO, Ms. E. Coons presented a high level overview of items referenced in the report. In addition, Ms. Coons circulated a confidential document that provided benchmarking metrics comparing the Foundation’s performance against peer foundations from 2015-2019.

There was a

MOTION: That the January 2020 Foundation Report to the Board of Governors be received.

Mr. D. Kimmerly/Mr. J. Griepsma, **CARRIED**

7.3 Report of the Hospital Auxiliary – No report.

7.4 Report of the Interim President & CEO – Copies of the Interim President & CEO’s Report to the Board of Governors dated January 30, 2020 were previously provided (copy attached). Interim President & CEO, Ms. V. Nelson provided a high level overview of items referenced in the report. Of highlight were a number of articles referencing the status of Ontario Health Teams across the province. Ms. Nelson also reported that the Hospital received confirmation of \$200,000 in funding toward the diesel tank project, and also recently received notice of funding to reintroduce shoulder arthroplasty surgery at RMH.

There was a

MOTION: That the President & CEO’s Report to the Board of Governors dated January 30, 2020 be received.

Ms. B. Kennedy/Ms. P. Clarke, **CARRIED**

8. CLOSED MEETING: The Closed meeting of the Board of Governors commenced at 7:08 pm and is recorded separately.

9. OTHER BUSINESS:

9.1 Monday Reports – Provided for information.

9.2 MEETING DATES TO REMEMBER

Audit Committee – February 5, 2020, 8:00 am

Quality/Governance & Planning Committee – February 18, 2020, 8:00 am

Nominating Sub-Committee – February 18, 2020, 10:00 am

Resources Committee – February 20, 2020, 8:00 am

Board of Governors – February 27, 2020, 5:30 pm

10. MOTION FOR ADJOURNMENT:

There being no further business, the OPEN meeting adjourned at 7:32 pm on a motion of Mr. L. Hope.

Valerie L. Harris

Chair



Secretary

February 27, 2020

Date