

Members:	Irene Odell, Board Chair* Diana McNiven, Director* Mark Bell, Director* Kurtis Bishop, Director* Sharon Kaasalainen, Director* Clifford Ottaway, Director* Al Aubry, Director*	John Herald, Director* Connie Phillipson, Director* Don Pierson, Director* Charlotte Snider, Director* Liz Danielson, Director* Michael Tambosso, Director*
Ex-Officio:	Jen Burns-West, CNE & VP	
Regrets:	Dr. Norm Bottum Dr. Keith Hay, Chief of Staff	
Staff	Michel Henry, EA, Recorder	
Resources:		
Guests:	Melanie Klodt Wong, HHHS Foundation Executive Director Ulvi iskhagi-Bayat, Chief Financial Officer David Blodgett, HHHS Foundation Board Chair	

*counts toward quorum

1. **CALL TO ORDER**

Irene Odell, Chair, called the (Open) meeting to order at 2:00 pm.

- 1.1 **Quorum** – Quorum was confirmed.
- 1.2 **Approval of Agenda** – The agenda was reviewed and will include a question period at the end of the Open meeting.
- 1.3 **Declarations of Conflict of Interest** – None declared.
- 1.4 **Land Acknowledgement** – The traditional land acknowledgement was recognized. The purpose, values and strategic direction of HHHS were reviewed.

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 May 30, 2024 be approved.
2. **MOTION**: THAT the (OPEN) minutes of the Quality Committee meeting of June 19, 2024 be received.

3. **MOTION**: THAT the (OPEN) draft minutes of the Quality, Governance and Planning Committee meeting of September 10, 2024 be received.
4. **MOTION**: THAT the (OPEN) minutes of the Finance, Resources and Audit Committee meeting of June 18, 2024 be received.
5. **MOTION**: THAT the draft (OPEN) minutes of the Finance, Resources and Audit Committee meeting of September 12, 2024 be received.
6. **MOTION**: THAT the minutes of the Executive Committee meeting of August 6, 2024 be received.
7. **MOTION**: THAT the minutes of the Hyland Crest Residents Council meetings of June 13, July 15, and August 12, 2024 be received.
8. **MOTION**: THAT the minutes of the Hyland Crest Family Council meeting of July 2024 be received.
9. **MOTION**: THAT the minutes of the Highland Wood Residents' Council meeting of June 13, July 9 and August 20, 2024 be received.
10. **MOTION**: THAT the minutes of the Highland Wood Residents' Council meeting of June 2024 be received.

Thereafter, there was a

MOTION: *THAT the Board of Directors approves motions 1 through 10 on the (Open) Consent Agenda for September 26, 2024 as presented.*

Connie Phillipson/Diana McNiven, **CARRIED**.

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

3.1 Summary of Recommendations: Committee Chair Diana McNiven provided a summary of the June 19, 2024 Quality Committee and September 10, 2024 Quality, Governance & Planning Committee. The following recommendation was put forward from the June Quality Committee:

MOTION: *THAT the Board of Directors receives the Patient and Family Community Advisory Committee Annual Report.*

Diana McNiven/Liz Danielsen, **CARRIED**.

The following recommendations were put forward from the September Quality, Governance & Planning Committee:

MOTION: THAT the Board of Directors approves the Terms of Reference, Master Planning Committee TOR.ADM.35102. A suggestion was made that the names of committee members be added to the Terms of Reference.

MOTION: THAT the Board of Directors approves the Board of Directors, Performance Evaluation, CEO & COS Policy POL.GOV.37543.

MOTION: THAT the Board of Directors approves the Board of Directors, Orientation Policy POL.GOV.35272. replace with materials not manuals

MOTION: THAT the Board of Directors approves the Board of Directors, Delegation to Board Members Policy POL.GOV.34794.

MOTION: THAT the Board of Directors approves the Policy Development Process POL.GOV.34790.

MOTION: THAT the Board of Directors approves the Workplace Impairment Policy POL.GOV.35501.

MOTION: THAT the Board of Directors approves the Contingency Plan for Temporary Reduction of Acute Care Unit Services Protocol PROT.ALL.37738

Thereafter, following discussion, there was a

MOTION: ***THAT the Board of Directors approves the motions listed on the Summary of Recommendations.***

Michael Tambosso/Diana McNiven, **CARRIED.**

1.1 Quality & Patient Safety Report Q1 2024/25

CNE Jen Burns West reported on the highlights of the Q1 report that was presented previously to the Quality, Governance & Planning Committee. It was noted that the ambulance offload time of 16 minutes was excellent, and pharmacy accreditation had been successfully achieved. It was noted that HHHS had recently been awarded Accreditation with Commendation, an upgraded level from prior to the appeal. The patient feedback process was explained, and patient experience results were reviewed.

MOTION: ***THAT the Board of Directors receives the Q1 Quality & Safety Report.***

John Herald/Diana McNiven, **CARRIED.**

1.2 2024-25 Corporate Goals & Objectives Q1

CEO Veronica Nelson provided a summary of the annual corporate goals, highlighting accreditation and optimizing electronic platforms. It was reported that Ontario Health had requested additional information regarding the Master Plan Pre-Capital Submission. A geotechnical feasibility study at the Minden location was discussed.

MOTION: THAT the Board of Directors approves the annual Corporate Goals and Objectives and receives the Q1 update.

Liz Danielsen/Cliff Ottaway, **CARRIED.**

2. BOARD BUSINESS – FINANCE, RESOURCES & AUDIT COMMITTEE

2.1 Summary of Recommendations

The Committee Chair reported that metrics were reviewed at the committee meeting noting a high bed occupancy level, and ED volumes, together with Minden Urgent Care Clinic volumes, are higher. An investment policy was updated providing management with discretion.

MOTION: THAT the Board of Directors receives the 2024-25 Indicators Report for Q1.

MOTION: THAT that the Board of Directors approves the Investment Policy POL.ADM.25769

Diana McNiven/Kurtis Bishop, **CARRIED.**

4.2 2024-25 Financial Statements Q1

CFO Ulvi iskhagi-Bayat reviewed the Q1 financial statements for the 2024-25 fiscal year. The budget was prepared with a (\$6.4M) deficit; however, due to the continued and ongoing advocacy of CEO Nelson some relief had been provided including base funding of \$520K and one-time structural adjustment of \$3.70M. Advocacy to relieve the working capital deficit for the ongoing cash advances of \$5.6M from Ministry of Health and \$2.5M from Ministry of Long-Term Care continues.

MOTION: THAT that the Board of Directors approves the financial statements for the period ending June 30, 2024.

Connie Phillipson/John Herald, **CARRIED.**

4.3 Human Resources Plan

CEO Nelson reviewed the 3-year Human Resources Plan, noting that HHHS had never had a plan previously. The plan, based on 5 key principles, had been developed in collaboration with staff and informed by various committees. Following completion of the plan, an employer of choice survey would be conducted. It was also reported that work in several areas had begun including implementing a new performance review process as had been deemed deficient by Accreditation Canada.

3. BOARD BUSINESS – EXECUTIVE COMMITTEE

3.1 Summary of Recommendations

It was reported that directors did not have access to the “Executive Committee” SharePoint folder and were unable to review some of the supporting documentation. Therefore, the affected motions would be deferred until proper access was granted for the directors.

MOTION: THAT the Board of Directors approves the Chief of Staff 2024-25 Annual Goals and THAT the Board of Directors approves the President & CEO 2024-25 Annual Goals.

Kurtis Bishop/Mark Bell, **CARRIED.**

4. **REPORTS**

4.1 Report of the Chief of Staff – Dr. Hay had submitted a written report and in his absence, CEO Nelson provided further information including reporting that physician recruitment is active noting that many physicians have been toured through the facility and that a medical lab director had been interviewed. It was noted that the County had increased the recruitment incentives for physicians and have expanded these to nurse practitioners.

A suggestion was proposed that in order to help recruit primary care physicians, a committee of talented resources from within the community work with the recruiter i.e. marketing, real estate, etc. This proposal was very similar to how the HHS Foundation Campaign Cabinet was structured which has been very successful. Director Liz Danielsen agreed to consider this concept for County Council.

MOTION: *That the Board of Directors receives the Report of the Chief of Staff.*

Mark Bell/Kurtis Bishop, **CARRIED.**

4.2 Report of the Chief Executive Officer

In addition to the written report, the following update was given:

- A no-smoking, no-vaping policy (including in vehicles parked on HHS property) was being updated. Enforcement has started with the first ticket issued to a staff member at the Minden site;
- Kawartha Lakes Haliburton-OHT Chairs' Council met on September 23, 2024;
- Operational Review in long-term care: several recommendations resulted which will be implemented including a new joint multidisciplinary meeting to provide leaders a forum to discuss issues, understand barriers and standardize reporting to the CNE whereby the Homes' weekly reports will be formally documented. It was noted that visibility on long-term care homes will come through the risk assessment.

Following an opportunity for discussion, there was a

MOTION: *That the Board of Directors receives the Report of the President & CEO.*

Cliff Ottaway/Sharon Kaasalainen, **CARRIED.**

5. **OTHER BUSINESS**

5.1 Briefing Note Corporate Membership Confirmation

MOTION: That the Board of Directors sets the annual Haliburton Highlands Health Services Corporation Membership fee for the 2024-2025 fiscal year at \$10.00 (Ten) dollars.

Mark Bell/John Herald, **CARRIED.**

MOTION: That the Board of Directors approves the Annual Membership for those Applicants listed in Appendix A bringing the total to 65 Members.

Connie Phillipson/Michael Tambosso, **CARRIED.**

5.2 Appointment of County Councilor to Board of Directors

Haliburton County Council appointed Jennifer Dailloux, Deputy Mayor of Algonquin Highlands, to serve on the HHHS Board of Directors. Therefore, a

MOTION: *That the Board of Directors approves the appointment of Deputy Mayor, Algonquin Highlands Jennifer Dailloux serve as a Director on the HHHS Board of Directors until the next Annual Meeting of the Members subject to all of the rights and obligations of a Director as contained in the Ontario Not-for-Profit Corporations Act and HHHS By-Laws, policies and procedures.*

Diana McNiven/Don Pierson, **CARRIED.**

5.3 2024-25 Annual Goals Q1 – COS

CEO Nelson present the Chief of Staff goals as prepared by Dr. Keith Hay. He reported that his focus had been on recruitment efforts and implementing the electronic credentialling system (CMaRS). It was suggested that the credentialling process would be an interesting education topic for the Board. It was further noted that a succession plan for Dr. Hay's replacement would need to be discussed in the future.

Following an opportunity for discussion, there was a

MOTION: That the Board of Directors receives the 2024-25 Annual Goals Report for Q1 of the Chief of Staff.

Kurtis Bishop/Mark Bell, **CARRIED.**

5.4 2024-25 Annual Goals Q1 - CEO

CEO Nelson reported that her focus continues to be on advocacy with the Ministry of Health, Ministry of Long-Term Care and Ontario Health. It was reported that a physician had asked for educational support for ongoing skills enhancements. CEO Nelson committed to follow-up with the HHHS Foundation noting this would be an effective retention strategy. Concern was raised if there were too many goals; however, CEO Nelson noted that much of this work was required to ensure sustainability and viability of HHHS.

Following an opportunity for discussion, there was a

MOTION: That the Board of Directors receives the 2024-25 Annual Goals Report for Q1 of the Chief Executive Officer.

Connie Phillipson/Liz Danielsen, **CARRIED.**

5.5 Next Meeting Date – October 31, 2024

6. **FOR INFORMATION**

6.1 Haliburton Highlands Health Services Foundation Annual Report 2023-24

The Foundation's annual report and the Report of the Foundation Executive Director was included in the package. Foundation Chair David Blodget thanked the directors for their support of the Foundation and the Diagnostic Imaging Campaign.

MOTION TO ADJOURN THE OPEN MEETING & MOVE INTO THE CLOSED MEETING

On a motion by Mark Bell, seconded by John Herald, the Open meeting adjourned at 3:31 pm and the Board moved into its Closed meeting following questions from the public.

Chair

Date