



Campbellford Memorial Hospital
Board of Directors Meeting
 Tuesday, February 28th, 2023 @ 4:00 PM

PRESENT:, Kevin Huestis (Chair), Carrie Hayward, Liz Mathewson, Michael Bunn, Trish Wood, Jennifer Glover, Sandra Conley, Glen Wood, Marg Carter, Bruce Thompson, Dr. Dimitri Louvish, Nicole Wood, Eric Hanna, Doug Hunt, Nancy French, Paul Nichols,

REGRETS: Robbie Beatty, Dr. Kelly Parks, Patricia McCallister,

GUESTS: Peter Mitchell (Recorder), Karen Guy (HR Manager), Adam Kolisnyk (VP Corporate Services/CFO), Tammy Trodd (Pharmacy Technician), Jeff Hohenkerk (incoming CEO)

AGENDA ITEMS & DISCUSSION	DECISION POINTS
1. CALL TO ORDER	Kevin Huestis called the meeting to order at 4:05 PM
1.1 Confirmation of Quorum	A Quorum was Confirmed
1.2 Approval of Agenda	Glen Wood Moved that the Agenda be Approved as Amended. Seconded by Marg Carter. Carried.
1.3 Declaration of Conflicts of Interest	No conflicts were declared.
2. EDUCATION SESSION	
2.1 Pharmacy Nicole Wood and Tammy Trodd presented an education session on pharmacy services at the hospital. They highlighted the capacity of the pharmacy, as well as the day to day work of both the pharmacists and pharmacy technicians. They also provided the board	

<p>information on how the pharmacy safeguards medication and ensures patients receive the right medication, at the right time, with the correct dose. They also discussed the ways in which the pharmacy safeguards inventory to ensure inventory is properly tracked and managed.</p>	
<p>3. CONSENT AGENDA <i>(The following items/recommendations have been identified as part of the consent agenda for the regular meeting. Directors are encouraged to contact the Board Chair, CEO or EA to the CEO/Board in advance of the meeting if there are questions about a listed consent agenda item. Any Director may request that any of the Materials be moved to the Board or Committee meeting agenda.)</i></p>	<p>Bruce Thompson Moved that the Consent Agenda be Approved as Circulated.</p> <p>Seconded by Glen Wood.</p> <p>Carried.</p>
<p>3.1 Summary of Motions in Consent Agenda</p>	
<p>3.2 Board of Director Meeting Minutes, January 31st, 2023</p>	
<p>3.3 Draft Governance Committee Meeting Minutes, February 7th, 2023</p>	
<p>3.4 Board Vice Chairs (Policy 5-160)</p>	
<p>3.5 Setting Corporate Goals (Policy 5-330)</p>	
<p>3.6 Draft Quality Committee Meeting Minutes, February 14th, 2023</p>	
<p>3.7 Quality Improvement Plan (QIP)</p>	
<p>3.8 Foundation Report</p> <p>Trish Wood presented the Foundation Report verbally. She provided the board highlights of the recent work the foundation has undertaken:</p> <ul style="list-style-type: none"> • The Angels of Care Campaign is winding down and noted that it is the most successful Angels of Care campaign ever. Raising more than \$533,000, up from last year’s total of \$490,000. • Campaign planning committee has wrapped up and a list of campaign cabinet members is being developed. 	

<ul style="list-style-type: none"> • Capital planning campaign is on track and will be ready for launch once approval of a planning grant is given. • Foundation is hopeful to be able to raise the entire \$1 million required for the hospital’s capital budget. • Foundation has also agreed to raise money for the CT Scan replacement. • There are several upcoming foundation events that will be taking place over the next several months including the Ranney Gorge Run and the Doctor’s Cook-off. • The Catch the Ace draw has started up again. 	
<p>3.9 Auxiliary Report</p>	
<p>4. BUSINESS ARISING/COMMITTEE MATTERS</p>	
<p>4.1 QIP – Equity, Diversity and Inclusion (EDI)</p> <p>Nicole Wood informed the board that part of the QIP will be to incorporate EDI into the culture and foundation of the hospital. She informed the board that EDI staff education will be available, and in many cases it will be free. She noted that this was a very broad topic, and would take some time to fully implement at an organizational level.</p> <p>She further informed the board that the leadership team leading the way in taking education would be beneficial to the organization and noted the Canadian College of Healthcare Leaders offers courses related to EDI and one leadership member is already signed up for a course. Marg Carter noted that the Canadian Centre for Diversity and Inclusion (CCDI) also offers free webinars to staff of employee partners.</p> <p>Liz Mathewson noted the board should start by developing a board policy on EDI, and noted that other hospitals have one and we should review those in crafting one specific to CMH. She further noted that the hospital has an ethical framework that is used for decision making and that using an EDI framework for decision making is something that needs to be considered as we implement EDI education into the organization.</p>	<p>The Governance Committee will develop a work plan to manage the implementation of formal elements of EDI within the organization.</p>

<p>Jeff Hohenkerk also noted that this is a multiyear plan as it's about more than policies, it's about creating a culture in the organization. This will include the work of both the board and the senior team.</p>	
<p>5. NEW BUSINESS</p>	
<p>5.1 Board Skills Matrix</p> <p>Kevin Huestis informed the board that the link to the board skills matrix is in the board package and noted that several members have already completed it. He encouraged all board members to complete the matrix as soon as they are able.</p>	
<p>5.2 Board Meeting Evaluation Results</p> <p>Kevin Huestis highlighted three main points that he saw in the evaluation results:</p> <ol style="list-style-type: none"> 1) Only 1/3 of board members complete the evaluation and he encouraged all board members to do so. 2) Board members commented on the positive discussions that occur at board meetings and members enjoy having ample opportunity to speak. 3) Meetings tend to run a little long. <p>Kevin noted that allowing for robust discussions will lead to longer meetings, so there is certainly a balancing act required when chairing. He will work on ensuring meetings are shorter going forward.</p>	
<p>5.3 2023/2024 Strategic Goals</p>	<p>Carrie Hayward Moved to Approve the 2023/2024 Corporate Goals as Circulated.</p> <p>Seconded by Sandra Conley.</p> <p>Carried.</p>
<p>5.3.1 Experience</p>	

Nicole Wood presented to the board the strategic goal for 2023/2024 related to Experience:

Increase patient reported survey results for communication across the Emergency Department, Inpatient Unit, Diabetes Education Program, GAIN and Outpatient Mental Health Program to 85%.

Nicole noted this goal was presented to the Quality Committee, the Medical Advisory Committee and physician leadership. She noted that she took feedback from each group in the development of the final goal statement, rationale, and the initiatives that will be undertaken to ensure completion.

5.3.2 Quality

Nicole Wood presented to the board the strategic goals for 2023/2024 related to Quality.

- 1) *To improve quality of care & experience for patients admitted to our hospitals through our Emergency Department, as measured through decreasing time to inpatient bed to 40.2 hours.*
- 2) *Reduce the number of patients visiting the Emergency Department for COPD by 10%.*

Nicole Wood noted these goals were presented to the Quality Committee, the Medical Advisory Committee and physician leadership. She noted that she took feedback from each group in the development of the final goal statements, rationale, and the initiatives that will be undertaken to ensure completion.

5.3.3 People

Karen Guy presented to the board the strategic goals for 2023/2024 related to People.

- 1) *Reduce overall voluntary turnover¹ of permanent full time and part time to 20%*
- 2) *80% of managers will participate in 28 hours of professional development.*

Karen noted these goals were presented to the Resources/Audit committee and she incorporated feedback from the committee in the development of the final goal statements, rationale, and the initiatives that will be undertaken to ensure completion.

Eric Hanna noted that the hospital's staff turnover rate is higher than the OHA average, and in his experience all rural hospitals are, which is why the target for staff retention is higher than the OHA average.

Several board members expressed a desire for the board to be more involved in the retention of staff, if management thought it would be helpful, and discussed ways in which they could do so. Carrie Hayward, Trish Wood and Sandra Conley all noted board sponsored staff appreciation events where board members are involved, such as a staff BBQ where board members serve food, would be beneficial in creating a connection between the board and staff and serve as a way to directly convey the board's appreciation for the staff. Sandra Conley also noted she is working on a plan to create more public engagement for board members and would investigate incorporating staff appreciation elements into her plan.

Nicole Wood noted that celebrating staff recognition weeks/days are important.

Jeff Hohenkerk cautioned not to go overboard on appreciation events, and stressed that appreciation needs to be noted during everyday activities, not just specific events.

Karen Guy will discuss the boards desire to be involved in helping with staff retention with the retention committee and bring back ideas to a future board meeting.

Senior team will develop a staff engagement survey designed to gain a more complete understanding of the reasons staff choose to leave the organization.

<p>5.3.4 Resources</p> <p>Adam Kolisnyk presented to the board the strategic goals for 2023/2024 related to Resources</p> <ol style="list-style-type: none"> 1) <i>Advance the Recovery Plan by achieving a minimum of \$500,000 in combined savings and revenue generating strategies on an annualized basis.</i> 2) <i>Ensure execution of both pre-approved Ministry-funded projects and additional infrastructure upgrades by achieving \$6M in milestone payments and/or other funding applicable to infrastructure.</i> <p>Adam noted these goals were presented to the Resources/Audit committee and that he incorporated feedback from the committee in the development of the final goal statements, rationale, and the initiatives that will be undertaken to ensure completion.</p>	
<p>6. DINNER BREAK</p>	
<p>7. REPORTS</p>	
<p>7.1 Interim President and Chief Executive Officer Report</p> <p>Eric Hanna presented his report that was circulated prior to the meeting. Eric also informed the board that Accreditation Canada has accepted the hospital’s appeal on 5 of the 13 missed standards that were appealed. He noted that the standard related to Governance that was unmet and appealed, the CEO succession plan, was accepted. He also noted that the reprocessing of medical device requires an action plan and we have engaged a consultant to help in that regard.</p> <p>Eric further presented a report to the board highlighting some of the things he has learned about the hospital and the community during his interim role. Eric thanked the board for the opportunity to serve the hospital. The board also thanked Eric for his work.</p>	

<p>Nicole Wood noted that tomorrow she is speaking with two different nursing agencies to discuss having a nursing discharge clinic onsite and hopes to have positive news shortly.</p> <p>Kevin Huestis asked how the conceptual drawing will be used in marketing material and Eric provided a brief update on the media engagement the hospital is planning.</p>	
<p>8. CORRESPONDENCE</p>	
<p>8.1 Medical Affairs Memo</p>	<p>The Board of Directors acknowledged receipt of the Medical Affairs Memo.</p>
<p>9. FUTURE AGENDA ITEMS</p> <p>The group discussed ways in which the board can ensure the community is more aware of the work the board does, and in particular what happens at board meetings.</p>	
<p>10. NEXT MEETING DATE – March 28th, 2023</p>	
<p>11. MOTION TO ADJOURN THE OPEN MEETING & MOVE INTO THE IN-CAMERA MEETING</p>	<p>Bruce Thompson Moved to Adjourn the Open meeting and move into the In-Camera Session.</p> <p>Seconded by Marg Carter.</p> <p>Carried.</p>