



Campbellford Memorial Hospital
Board of Directors Meeting - Minutes
Tuesday, January 30th, 2024 @ 4:00 PM

PRESENT: Carrie Hayward (Chair), Kevin Huestis, Jeff Hohenkerk, Liz Mathewson, Michael Bunn, Jennifer Glover, Sandra Conley, Glen Wood, Marg Carter, Bruce Thompson, Dr. Dimitri Louvish, Doug Hunt, Ellen Buck-McFadyen, Heather Campbell, Robbie Beatty, Trish Wood, Nancy French

REGRETS:

GUESTS: Peter Mitchell (Recorder), Adam Kolisnyk (VP Corporate Services/CFO), Jessica Drover (HR Manager)

1. CALL TO ORDER

Carrie Hayward called the meeting to order at 4:00 PM.

1.1 Confirmation of Quorum

A quorum was confirmed.

1.2 Approval of Agenda

Motion: Be it resolved that the Board of Directors approves the agenda as circulated.

Moved by: Marg Carter

Seconded by: Bruce Thompson

Carried

1.3 Declaration of Conflicts of Interest

No conflicts were declared.

2. PATIENT STORY

Heather Campbell presented to the Board of Directors a patient experience story about a community member who recently attended the ED and provided a positive review despite difficult circumstances in terms of their condition and capacity challenges of the hospital.

3. CONSENT AGENDA

(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.)

3.1 Summary of Motions in Consent Agenda

3.2 Board of Director Meeting Minutes of November 28th Meeting

3.3 Quality Committee Terms of Reference (Policy 4-060)

3.4 Draft 2024/2025 Operating Budget

3.5 Draft 2024/2025 Capital Budget

3.6 2024/2025 CAPS Budget

3.7 Foundation Report

3.8 Auxiliary Report

The Board of Directors acknowledged their appreciation to the Foundation and the Auxiliary for their fundraising efforts as noted in their reports.

Motion: Be it resolved that the Consent Agenda be approved as circulated, including all motions listed in section 3.1 - *Summary of Motions in Consent Agenda*.

Moved by: Glen Wood

Seconded by: Sandra Conley

Carried

4. BUSINESS ARISING/COMMITTEE MATTERS

4.1 Quality Committee Report

Liz Mathewson highlighted the changes that were made to the Quality Committee Terms of Reference. She noted that the only change to the policy was that staff membership would no longer be limited to staff who were not a member of the college of Nurses or the college of Physicians and Surgeons, but rather staff who were not currently employed at the hospital as either a nurse or physician. There were no questions or concerns from the board.

4.2 Resource & Audit Committee Report

Glen Wood highlighted the budget process explaining that the Resource & Audit Committee had received a draft budget at the January meeting where key assumptions were discussed and feedback provided to CFO Adam Kolisnyk. Adam will now incorporate this feedback and present a finalized budget to the committee in March. This budget will then be brought to the board for approval.

Wood further informed the board that the hospital is forecasting a deficit of \$5.5 million, which he noted, based on available data is partly attributed to underfunding.

Adam Kolisnyk added that Ontario Health has indicated they will likely be extending CMH's balanced budget waiver, allowing the board to approve a deficit budget.

CEO Hohenkerk provided an update on the consultant firm mentioned in the briefing note. He explained that the firm has commenced analyzing the hospital's financial data to identify efficiencies and funding gaps. They are expected to report their findings to the board in February.

5. NEW BUSINESS

5.1 Strategic Planning Update

Sandra Conley presented the board with a succinct overview of the Strategic Planning process, expressing satisfaction with its progress thus far. She specifically mentioned the forthcoming youth engagement subgroup meeting scheduled for later in the week, indicating proactive steps towards inclusivity and diverse perspectives.

Jessica Drover provided an update on the ongoing cultural assessment work within the organization. She highlighted the efforts of the Retention & Recruitment Committee, comprising frontline staff, in leading this initiative. Drover outlined key initiatives, such as achieving a high participation rates in the staff engagement survey, crafting an aspirational statement, and aligning these efforts with the organizations core values.

5.2 2024/25 Annual Corporate Goals Process

Jeff Hohenkerk informed the Board of Directors that Senior Leadership is requesting the Annual Corporate Goals timeline be extended until September 2024 so that the new annual goals can be tied to the new Strategic Plan that will be finalized in June. The board had no concerns with this request.

Motion: Be it resolved that the Board of Directors approves extending the 2023/24 annual corporate goals timelines until September 2024.

Moved by: Michael Bunn

Seconded by: Liz Mathewson

Carried

6. REPORTS

6.1 Multicare Lodge Report

Marg Carter provided an update on the Lodge's involvement in the strategic planning process, emphasizing their active participation in the recent focus group discussion. Additionally, she mentioned forthcoming changes to their service agreement, coinciding with the expiration of their mortgage in 2027 and the change in funding that will be required once the mortgage no longer needs to be supported.

Carter also highlighted a modification in hospital board representation on the Lodge board, indicating that moving forward, only one hospital board member will sit on the Lodge board, instead of the previous two.

During the discussion, Glen Wood inquired about Lodge representation on the Redevelopment Committee. Carrie Hayward responded that once the Redevelopment Committees are established, a representative from the Lodge will be invited to participate.

6.2 Chair Report

Carrie Hayward provided an update on the meeting she and CEO Hohenkerk attended at ROMA with the Parliamentary Assistant to the Minister of Health. She expressed satisfaction with how the meeting unfolded, highlighting that the hospital reiterated its request for approval of a planning grant.

Hayward further mentioned that she and Jeff will be initiating follow-up discussions with the Municipality of Trent Hills regarding housing and zoning considerations related to the proposed redevelopment project.

During the discussion, there was a suggestion to consider placing portions of the slide deck presented at the meeting on the hospital's website. This move aims to transparently showcase the case being made for the redevelopment of the hospital to the community.

6.3 President/CEO Report

CEO Hohenkerk addressed several key points of his report, notably the ongoing capacity challenges faced by the hospital in recent weeks. He took the opportunity to extend gratitude to the staff for their dedicated efforts during this demanding period. He further updated the board on the hospital's collaboration with AON to transfer up to 10 Alternative Level of Care (ALC) patients to a facility in Peterborough. However, he highlighted that the necessary funding for this initiative has yet to be secured. The board expressed unanimous support for Hohenkerk's continued efforts to pursue ministry approval for this funding. Board Chair Carrie Hayward suggested preparing a Q&A resource for families potentially impacted by this transfer, aiming to address any concerns or inquiries they may have.

Jeff further provided a brief overview of the redevelopment studies conducted on the proposed Campus of Care site and outlined the subsequent steps. He also discussed proposed renovations to the Emergency Department (ED) and Inpatient Unit (IPU), noting that recent assessments indicate a minimum investment of \$60 million is needed to maintain the building at current standards.

CEO Hohenkerk also touched upon a new branding initiatives being undertaken to align with the Strategic Planning process. This initiative will reassess elements such as the hospital's logo, colors, and name, aiming to refine the hospital's brand identity. He provided a brief overview of the process to be undertaken, which received support from the Board of Directors.

6.4 Chief of Staff Report

Dr. Louvish informed the board that patient capacity challenges remain a significant concern and that he maintains constant communication with the internists to ensure that discharges are not delayed, aiming to prevent bottlenecks in patient discharges and maintain a smooth patient flow throughout the hospital.

Dr. Louvish also acknowledged Dr. Li's commendable performance as interim ED Chief and mentioned plans to initiate the search for a permanent ED Chief will begin soon. He indicated that Dr. Li would be encouraged to put his name forward for consideration during this process.

Furthermore, Dr. Louvish briefed the board on the contingency plan in place for ED patients needing a CT scan while the CT Scanner is being replaced. This proactive measure ensures that patient care remains uninterrupted, despite equipment maintenance or replacement procedures.

7. CORRESPONDENCE

The Board of Directors acknowledged receipt of the listed correspondence for information purposes.

8. NEXT MEETING DATE – February 27th, 2024

9. MOTION TO ADJOURN THE OPEN MEETING & MOVE INTO THE IN-CAMERA MEETING

Motion: To adjourn the open meeting and move into the in-camera meeting.

Moved by: Bruce Thompson

Seconded by: Glen Wood

Carried