

Minutes of the Meeting of the MICs Board of Directors
Wednesday, March 25th, 2020 – 18h00
Via videoconference @ MICs Boardrooms (LMH Lead Site)

ANSON GENERAL HOSPITAL	
x	Danielle Delaurier – Chair
x	Ann Zsigmond
x	Stan Denault – Treasurer
x	Darcy Cybolsky – Municipal Representative
BINGHAM MEMORIAL HOSPITAL	
x	Bob Dennis – Chair
x	Irma Clarke – Vice-Chair
regrets	Roy Onlock – Treasurer
x	Jenny Gibson – Municipal Representative
LADY MINTO HOSPITAL	
x	Pat Dorff – Chair
	Vacant – Vice-Chair
	Vacant – Treasurer
x	Desmond O’Connor – Municipal Representative
MICs GROUP OF HEALTH SERVICES	
x	Paul Chatelain – MICs Chief Executive Officer
x	Isabelle Boucher – MICs Chief Nursing Officer
x	Dr. Joey Tremblay – MICs Chief of Staff
x	Dr. Auri Bruno-Petrina – MICs President of Medical Staff
GUESTS	
x	Suzanne Gadoury – MICs Executive Assistant (<i>Recording Secretary</i>)
x	Gail Waghorn – MICs Chief Financial Officer
x	Ken Graham – LMH Board Candidate
x	Oswald Silverson – BMH Board Candidate

1.0 Call to Order & Chairs Remarks (P. Dorff)

1.1 The chair opened the meeting and welcomed everyone. She then inquired if there were any declarations of conflict of interest. There were none.

2.0 Approval of Agenda (P. Dorff)

The agenda was reviewed. The following items were deferred: 11.11, 11.22 and 11.32

Motion:

Moved by: I. Clarke

Seconded by: D. Delaurier

Be it resolved,

THAT the MICs Board of Directors approve the board agenda as presented.

Carried.

3.0 Trustee Education / Presentations

3.1 N/A

4.0 Approval of Minutes (P. Dorff)

4.1 Minutes of the MICs Board of Directors meeting held February 19th, 2020 were provided for information.

Motion:

Moved by: I. Clarke

Seconded by: A. Zsigmond

Be it resolved,

THAT the MICs Board of Directors approve the minutes of the meeting held February 19th, 2020 as presented.

Carried.

5.0 Follow-Up Items

5.1 Review of the 2020-2021 Board Work Plan

- The Board Work Plan was reviewed for the month of March.
- All of the items in the work plan are being presented today with the exception of the approval of the LSAA as it has not been received yet

6.0 MICs Finance

6.1 January 2020 Operating Statements – G. Waghorn

- Chief Financial Officer gave an update of the financial statements for all sites

Bingham Memorial Hospital

- The operating surplus increased to ~\$300,000 at end of January 2020
- Still have \$200,000 of global funding sitting in Deferred Revenue to be recognized at yearend
- We will end the year with a large surplus
- Sick Time = \$74,000 (18/19 - \$72,000)
- Overtime = \$266,000 (18/19 - \$266,000)

Anson General Hospital

- The operating Surplus remained constant at \$65,000
- Recognition of transformational dollar for Non-Urgent Patient Transportation and sharing of lab services between AGH/BMH have put the hospital operations in a surplus
- This does not include the \$300,000 in operational funding pressures recently announced for AGH
- We will end up with a sizable fiscal year surplus for AGH
- Sick Time = \$129,000 (18/19 \$133,000)
- Overtime = \$277,000 (18/19 \$377,000)

South Centennial Manor

- Continue to operate at a sizable deficit of -\$599,000
- Difficult to balance SCM without considering sizable overtime and sick time costs being incurred by that facility
- Deficit is increasing every month
- Forecasted Operating Deficit will be around ~-\$600,000

- Sick Time = \$187,000 (18/19 \$128,000)
- Overtime = \$288,000 (18/19 \$217,000)

Lady Minto Hospital

- The operating surplus maintained at ~\$203,000 at the end of January 2020
- Still have \$200,000 of global funding sitting in Deferred Revenue to be recognized at yearend
- We will end the year with a large surplus
- Sick Time = \$155,000 (18/19 - \$127,000)
- Overtime = \$492,000 (18/19 - \$390,000)

Villa Minto

- Deficit increased to -\$142,000 from -\$110,000 prior month
- Difficult to balance VM budget – small facility that must be subsidized by hospital
- Like our other sites, we are seeing spikes in sick time and overtime
- Forecasted Operating Deficit will be around ~\$-175,000
- Sick Time = \$55,000 (18/19 \$9,600)
- Overtime = \$54,000 (18/19 \$20,000)

Costs will be impacted in the next fiscal year due to the COVID outbreak; not sure if we will be getting any funding to cover these costs; costs are being tracked

Motion to approve January 2020 Financial Statements

Moved by: D. O'Connor

Seconded by: J. Gibson

Be it resolved,

THAT, the MICs Board of Directors approve the January 2020 Financial Statements for Bingham Memorial Hospital, Anson General Hospital, South Centennial Manor, Lady Minto Hospital and Villa Minto as presented.

Carried.

6.2 HIRF and Capital Budget Review – G. Waghorn

- The Capital Report was provided for information: some of these projects are on hold due to COVID-19 resulting in sending some of the HIRF funding back; we will be reimbursed for what has been spent until March 31st

AGH

- Lab renovation is on schedule
- Steam Boiler Project ECP commencing March 16, 2020
- Honeywell Energy Renewal – oxygen generation and power factor correction still in progress

BMH

- Chiller/Steam Project ECP started March 9, 2020
- Freight Elevator Project post addendum issued on tender; waiting for evaluation from engineer; project may not take place due to time restraints.

LMH

- Chiller Project complete
- Window/Door Project complete
- Nurse Call (unit 4) have to push to next year; equipment not available due to back log of inventory coming out of China
- Honeywell Energy Renewal - Laundry/MDR in progress; power factor correction still in progress

- The Capital Project Status Report was provided for information
- 6.3 Investments – G. Waghorn
- The Monthly Change in Market Value Report was provided for information: 18Asset Management will be making a presentation at the May Finance Committee meeting; there has been a large drop in our portfolio due to COVID-19
 - The MICs Portfolio Valuation Report was provided for information:

7.0 **Presentations/Reports** (P. Dorff)

7.1 Chief Executive Officer Report: (P. Chatelain)

- The report was provided for information.
- The CEO provided the following overview:
 - The SCM 96-bed application is being finalized and was due by March 31, 2020 but the deadline has been extended indefinitely.
 - The OHA has been meeting with the Ministry advocating for a 4% increase to all hospitals. This is primarily due to wage increases, inflation, growth, etc. The Ontario Budget will probably not be tabled in March 2020.
 - We are restricting all visitors; the executive team is meeting every day; we are completing the ministry template: how to evacuate your hospital and LTC home as we may need all our beds for a surge of COVID patients; we can increase 9 additional beds in the MICs group; we have been approved to open three assessments centers – one per community (Family Lodge in Matheson, Scout Hall in Cochrane and the OTN in Iroquois Falls; individuals will have to make an appointment and the PHU will be triaging; there's a shortage of swabs, PPE, masks province wide; one case of COVID has been confirmed at LMH; a release will be coming out tomorrow. We might potentially have a shortage of medications. Visiting Specialist Clinics have been cancelled for March and possibly April as well. Elective surgeries have been cancelled for now. We are screening all staff at all hospitals. We are expecting a potential staffing crisis in the near future. Looking to create a staff pool of retirees and students as a buffer when our staff falls ill. Communication is being posted on the MICs Facebook page and MICs webpage on a regular basis. We are being transparent. Infection Control Officer has been working with all town councils. We will be selecting some of the nursing students who submitted resumes to help with activities.
 - We received \$300,000 in operational pressures for AGH
 - All construction projects including HIRF funding are on hold for now due to COVID-19. There is an issue with one construction company that insists on finishing the project. Paul will be meeting with them tomorrow to discuss.
 - The Musical Showcase has been postponed.
 - Paul has elected to serve as a Board member and Region 8 representative for Advantage Ontario as it is a tremendous opportunity for professional growth and a meaningful and rewarding way to shape the direction and priorities of the Association and Long-Term Care.
 - The MAC held a special meeting on March 4th regarding a physician's privileges
- Board Members were invited to ask questions.

7.2 Chief Nursing Officer Report: (I. Boucher)

- The CNO reported on the following items:

Updates

- MICs Pharmacist, Khaleel Sakeer, has started; will be able to taper down some of the services provided by Northwest

- Patient Care Manager for AGH/BMH has been hired and will start in September. In the interim, Rebecca Swartz will be providing coverage.
- Will be posting for a new pharmacy technician; workload has increased since the ADUs have been implemented
- Have made recent offers for nurses; setting up interviews

Occupancy Rates

- AGH: 78% - 68%
- BMH: 46% - 54%
- LMH: 64% - 76%

Total ALC Occupancy

- AGH: 71% - 62%
- BMH: 60% - 65%
- LMH: 65% - 59%

Oncology Visits

- Q2 - 62
- Q3 - 89

Telehealth Visits

- AGH: Q2 – 164 / Q3 - 219
- BMH: Q2 – 54 / Q3 - 70
- LMH: Q2 -153 / Q3 - 144

Clinics (Q2 & Q3)

- Allergy 21/18
- Anesthetic 19/29
- Gastroenterology 66/61
- Geriatric 4/5
- Joint Injection 32/32
- OB/GYN 158/162
- Orthopedic 48/35
- Urology 0/17
- Surgical 125/183
- Pre-admission 47/47
- Surgical Day Care 189/201

- Board members were invited to ask questions.

8.0 Medical Staff (Dr. S. Tremblay)

8.1 Chief of Staff Report:

- Dr. Tremblay provided the following update
MICs Medical Recruitment Team:
 - The three communities, family health teams and MICs continue to work together in recruitment efforts; they last met on January 30th, 2020 and are waiting for the town councils to meet either individually or all three communities
 - The recruitment of Dr. M. Smith is in the hands of the Town of Iroquois Falls; we are waiting for Dr. Smith to sign the agreement.
 - Needs:
 - Iroquois Falls: 2 Family Physicians
 - Matheson: 1 Family Physician
 - Cochrane: 2 Family Physicians and 1 surgeon
 - We brought in numerous learners in February 2020
 - 4 medical students

- 3 nurse practitioner students
- 1 medical resident

COVID-19 & MICs:

- All non-essential services and efforts to decrease traffic are either on hold or postponed:
 - only “essential visitors” are allowed in wards/LTC care and ER (waiting room and ER room)
 - all elective OR/Surgical procedures have been postponed and are being re-evaluated on a weekly basis
 - only urgent/emergent cases done: grouped and done on a weekly or bi-weekly basis; last day was Wednesday, March 18th and next Tuesday, March 31st
- outpatient clinics ex: diabetes program, physiotherapy have been cancelled
- limiting lab and diagnostic testing (i.e. no screening, MD uses discretion)

The Timiskaming-Cochrane Local Education Group (LEG) Winter Educational Conference was held February 14, 2020 with 50 people in attendance

- Some of the topics reviewed were:
 - Disability resource centre for independent living
 - Congestive Heart Failure, Stress Test and other Cardio
 - Chronic Pain
 - Challenges on recruitment and retention of physicians in rural Northern Ontario
 - by Dr. S. Verma, Dean, President & CEO of NOSM
 - Dr. C. Cervin, Assistant Dean, NOSM
- Board members were invited to ask questions.

8.2 Medical Advisory Committee Minutes

- The minutes of the MAC meetings held February 19th, 2020 were provided for information.

9.0 LHIN / MOHLTC Business (P. Chatelain)

9.1 N/A

10.0 MICs Quality Committee (I. Boucher)

10.1 Approval of 2020-2021 Quality Improvement Plan

- The hospital work plans and narratives as well as the LTC work plans and narratives were provided for information; reports cover what the hospitals have done over the last year; executive compensation only applies to the hospital plan

Motion to approve the 2020-2021 QIPs and work plans

Moved by: D. O’Connor

Seconded by: B. Dennis

Be it resolved,

THAT the MICs Board of Directors approve the 2020-2021 hospital work plans and narratives and the Long-Term Care work plans and narratives for each site as presented.

Carried.

10.2 Sentinel Events / Near Misses & Adverse Events Reports Summary

- The report covered Q2 and Q3 of 2019-2020

- Hospital Critical Incidents: none for both quarters at all sites
- LTC Critical Incidents: one for Q2; three at SCM for Q3
- Type of Incidents: falls is the highest for Q2 and Q3 followed by safety/security and medication/fluid
- Total Number of Incidents: AGH and SCM had the highest number of incidents in both quarters
- Total Number of Near Misses/Good Catches: all sites except for BMH showed improvements in Q3 compared to Q2

10.3 Review of QIP Final Progress Report

- The progress report is due March 31st; received input from the executive team, family council, MAC, patient care team, LTC team
- Total number of ALC inpatient days: contributed by ALC patient within the specific reporting month/quarter using near-real time acute and post-acute ALC information and monthly bed census data - internal data
- Timely Transitions: Percentage of patients discharged from hospital for which discharge summaries are delivered to primary care provider within 48 hours of patient's discharge from hospital - Hospital collected data
- Medication Reconciliation at discharge: The total number of discharged patients for whom a Best Possible Medication Discharge Plan was created as a proportion of the total number of patients discharged - internal data **Executive Compensation
- Acknowledgment of complaints: Percentage of complaints acknowledged to the individual who made a complaint within five business days - local data collection
- Number of workplace violence incidents reported by hospital workers (as by defined by OSHA) within 12-month period - internal data-RL6; this is a mandatory indicator and is attached to executive compensation
- Person Experience: Percentage of respondents who positively responded (agree and strongly agree) to "When I left, I had a good understanding of the things I was responsible for in managing my health". (ED in-house survey) **Executive & Chief of Staff Compensation

11.0 **Site Business** (P. Dorff)

11.1 Anson General Hospital:

- 11.11 The HSAA was signed by the Board Chair and CEO as they were due on February 24th, 2020.
- 11.12 Motion to approve two high school bursaries
Deferred to April

11.2 Bingham Memorial Hospital:

- 11.21 The HSAA was signed by the Board Chair and CEO as they were due on February 24th, 2020.
- 11.22 Motion to approve two high school bursaries
Deferred to April

11.3 Lady Minto Hospital:

- 11.31 The HSAA was signed by the Board Chair and CEO as they were due on February 24th, 2020.
- 11.32 Motion to approve two high school bursaries
Deferred to April

11.33 Motion to appoint Ken Graham as a new LMH Board member

Moved by: D. O'Connor

Seconded by: P. Dorff

Be it resolved,

THAT, the MICs Board of Directors approve the appointment of Ken Graham to the Lady Minto Hospital Board of Directors as presented.

Carried.

12.0 Partnership Business (Bob Dennis)12.1 February 2020 Board Effectiveness Survey Results

- 10 out of 11 surveys were submitted.
- It was suggested that the Quality section be moved up in the agenda.

12.2 March Board Effectiveness Survey

- The survey was emailed via Survey Monkey.

12.3 ONE Initiative Newsletter

- The March newsletter was provided for information.

13.0 In Camera

N/A

14.0 MICs News (P. Dorff)

- March 2020 MICs Newsletter was provided for information.

15.0 Next Meeting Date (P. Dorff)

- Wednesday, April 22nd, 2020 at 6:00 p.m. (BMH Lead Site)

16.0 Upcoming Meeting Dates

- As per agenda.

17.0 Adjournment (P. Dorff)

- There being no further business, the meeting adjourned at 7:30 p.m.

CHAIR, Bingham Memorial Hospital

CHAIR, Anson General Hospital

CHAIR, Lady Minto Hospital

SECRETARY, MICs CEO