

**Minutes of the Meeting of the MICs Board of Directors**  
**Wednesday, April 28, 2021 – 18h00**  
**Via Zoom (BMH Lead Site)**

<b>ANSON GENERAL HOSPITAL</b>	
x	Danielle Delaurier – Chair
x	Ann Zsigmond
x	Bill Allan – Treasurer
x	Darcy Cybolsky – Municipal Representative
<b>BINGHAM MEMORIAL HOSPITAL</b>	
x	Bob Dennis – Chair
x	Oswald Silverson – Vice-Chair
	Vacant – Treasurer
x	Jenny Gibson – Municipal Representative
<b>LADY MINTO HOSPITAL</b>	
x	Pat Dorff – Chair
	Vacant – Vice-Chair
	Vacant – Treasurer
regrets	Desmond O’Connor – Municipal Representative
<b>MICs GROUP OF HEALTH SERVICES</b>	
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
<b>GUESTS</b>	
x	Suzanne Gadoury – MICs Executive Assistant ( <i>Recording Secretary</i> )
x	Gail Waghorn – MICs Chief Financial Officer

**1.0 Call to Order & Chairs Remarks (B. Dennis)**

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

**2.0 Approval of Agenda (B. Dennis)**

The agenda was reviewed.

Motion:

Moved by: P. Dorff

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**

- N/A

#### 4.0 Approval of Minutes (B. Dennis)

- 4.1 Minutes of the MICs Board of Directors meeting held March 24, 2021 were provided for information.

Motion:

Moved by: A. Zsigmond

Seconded by: B. Allan

Be it resolved,

**THAT** the MICs Board of Directors approve the minutes of the meeting held March 24, 2021 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 April.
  - The Performance appraisals were emailed to the CEO and CoS
  - The board will be approving the insurance renewal today
  - A hospital improvement plan is not applicable

#### 6.0 MICs Finance

- 6.1 February 2021 Operating Statements – G. Waghorn
- Chief Financial Officer gave an update on the operating statements for all sites
  - We are running surpluses at all sites this fiscal year due to the additional COVID funding which is superseding our expenses
  - The COVID funding for LTC that wasn't spent had to be returned to the Ministry which is why we are showing a small deficit for Villa Minto and South Centennial Manor
  - The auditors will be doing their audit remotely as of next week

##### **BMH**

- BMH is operating at a surplus of \$221,148 at end of February 2021
- Total Operating Revenue = \$8,013,699
- Total Operating Expenses = \$7,792,551

##### **AGH**

- AGH is operating at a surplus of \$100,035 at end of February 2021
- Total Operating Revenue = \$9,315,258
- Total Operating Expenses = \$9,215,223

##### **SCM**

- SCM is operating at a deficit of \$64,836 at end of February 2021
- Total Operating Revenue = \$5,781,905
- Total Operating Expenses = \$5,846,741

##### **LMH**

- LMH is operating at a surplus of \$194,722 at end of February 2021
- Total Operating Revenue = \$14,773,163
- Total Operating Expenses = \$14,758,441

##### **VM**

- VM is operating at a deficit of \$118,700 at end of February 2021
- Total Operating Revenue = \$2,889, 254

- Total Operating Expenses = \$3,007,954

Motion to approve February 2021 Operating Statements

Moved by: J. Gibson

Seconded by: O. Silverson

Be it resolved,

**THAT**, the MICs Board of Directors approve the February 2021 Operating Statements for Bingham Memorial Hospital, Anson General Hospital, South Centennial Manor, Lady Minto Hospital and Villa Minto as presented.

Carried.

## 6.2 Capital Report – G. Waghorn

- The document was provided for information.
- Update of the same projects over the year
- Our contract prices are coming in higher than originally budgeted; material costs and contracting costs are being driven by the economy which is being heavily influenced by COVID; we can anticipate that the final project costs will be coming in higher than what was approved
- Space is becoming a critical issue at LMH making it increasingly difficult to accommodate what we need to do operationally to meet standards in terms of our building infrastructure upgrades; we are looking at finding solutions to address this issue; this will impact our capital budgets in some cases
- We going to initially look at repurposing as much space as possible
- Will be looking at different working options for Team Members such as working from home thus freeing up office space

## 7.0 **Presentations/Reports** (B. Dennis)

### 7.1 Chief Executive Officer Report: (P. Chatelain)

- The report was provided for information.
- The CEO provided the following overview:
- COVID-19 update:
  - There are 596 active cases in our region as of today of which 13 are from today.
  - We are working closely with the Porcupine Health Unit on the vaccine roll-out including helping them with their community clinics.
  - We have been working on surge planning at a provincial and regional level in preparation to accept transfers from neighboring hospitals. All hospitals have been designated in “crisis” stage.
  - We continue to run and staff three Testing Centers; 2 days per week in Cochrane and in Iroquois Falls, and 1 day in Matheson with increased frequency due to the increased cases.
  - Working with Ontario Health North on regional planning including developing a Mobile Enhancing Support Team (MEST); providing education and communication to our physicians, team members and community members.
  - Daily searching and procuring Personal Protective Equipment, including the purchasing of the Antigen Testing equipment for our LTC homes as per Directive 3.
- The CEO had a brief meeting regarding the next steps from the Ministry on our SCM

96-bed application. The Town of Iroquois Falls needs to transfer the land to AGH. A delegation has been requested. The architect is waiting for the new LTC design standards before proceeding with new drawings.

- The Physician Recruitment sub-committee continues to meet on a weekly basis; the Physician Recruiter posting has been published.
- We received over \$1.2M in one-time funding to address AGH's working capital deficit. We were also successful in our ICIP grant of \$2M for the Air Handling Unit and Ventilation upgrade at Villa Minto. This project is expected to be completed by late fall of 2021.
- With the increased provincial budget allocation for healthcare, we are expecting new funding announcements this month.
- Board Members were invited to ask questions.

## 7.2 Chief Nursing Officer Report: (I. Boucher)

- The CNO reported on the following items:
  - We continue to experience challenges in our recruitment and retention of nurses
  - We attended the virtual Northern College recruitment fair in early April but it was not as well attended as in the past. However, we will be reaching out to all the RNs and RPNs graduating from Northern College to advise them that we have positions available at all of our sites.
  - Because of COVID, we are experiencing some barriers to providing some of the training our junior nurses need in order to work in the ER department; we are working on some strategies to address this
  - Public Health doesn't normally provide a breakdown of the number of COVID cases by community in order to maintain confidentiality but they shared the numbers for Iroquois Falls and Matheson today because they were significant
  - From March 30<sup>th</sup> to April 27<sup>th</sup>, Iroquois Falls has seen 59 cases and Matheson saw 12; there were 144 cases in Timmins; this has had an impact on our operations especially at AGH in terms of being able to continue with our visits in acute care, continuing with our endoscopy program which we've had to suspend not only due to the stay at home order but also because of the impact on our staff
  - There was an amendment to Directive #2 that all hospitals in the north have to follow suit with ramping down surgical services
  - Public Health also announced that the number of variants of concern (VOCs) are very prevalent in our area and are highly contagious which explains the increase of cases in our area
  - We continue to maintain our capacity in our three hospitals: AGH only has two acute care patients; all of our ALC beds are full with some overflow in acute care at BMH
  - The pandemic has also had an impact on our hospitals and staff as it has increased our workload
  - We had trialed a position for a pharmacy clerk and it is working very well; this become a permanent position as it is very valuable to the team
  - We have two pharmacy students who are working with us providing support to the team and are now completing their structural practical training which is a requirement before they can write their exam and get their license
  - Approximately 65% of all MICs staff has been vaccinated
- Board members were invited to ask questions.

## 8.0 Medical Staff (Dr. S. Tremblay)

### 8.1 Chief of Staff Report:

- Dr. Tremblay provided a verbal update on the following:
  - There is no update on a full-time family physician
  - There is a general surgeon interested in the full-time position that looks promising
  - Dr. Chiang found a physician to replace him at the Monteith Complex starting on June 1<sup>st</sup>
  - Dr. Wu retired April 17<sup>th</sup>
  - Dr. Small will be leaving Cochrane on June 30, 2021
  - Dr. Ross will be accepting his patients temporarily until they can be rostered to a new physician establishing his/her practice in Cochrane
  - AGH and BMH are still using the Emergency Department Locum Program (EDLP) a few days a month at each site
  - IF and Matheson have become hot spots for COVID; two school outbreaks and outbreak declared at the mine in Matheson
  - Because the variant is so strong, one family member can infect the whole family
  - Directive #2 states that we must stop all elective and non-urgent surgical procedures; scopes were postponed at AGH; LMH – will be ramping down but continue to proceed with caution, re-evaluate on a weekly basis and shut down if necessary in order to avoid backlogs; we are currently down 40% in services
  - Capacity at all sites is at 60% in readiness for patient transfers
  - Asked local physicians to remain in town to help the locums; responded positively

### 8.2 Medical Advisory Committee Minutes:

- Minutes of the MAC meetings held February 17, 2021 and March 24, 2021 were provided for information.

## 9.0 LHIN / MOHLTC Business (P. Chatelain)

### 9.1 N/A

## 10.0 MICs Quality Committee (I. Boucher)

- The first two pages are the hospital plan and the third is LTC
- QIP program remains on hold since the start of the pandemic
- We are not required to report back to HealthQualityOntario on our activities or our progress but we felt it was a good idea to close the loop on our plan for this year and share our progress with our Team Members, our executives and our board
- Isabelle modified the actual plan by adding a results section
- She also colour-coded the change ideas so you can get a visual as to whether they were implemented or not; results met are in green and have been implemented; results not met are in red and have not been implemented; change ideas in orange have been partially implemented and black indicates it was not implemented
- Change ideas that are crossed out signify that they have been dropped and we decided to go another route
- She added comments at the end as a progress report;
- There are three indicators attached to executive compensation; two out of the three were successfully met; the leadership walkrounds indicator was not met due to COVID
- Paul stated that this has been an unusual year; the executive team's salary is tied to some of these targets; he requested that the board not clawback their salaries given that they don't have to report to HealthQualityOntario due to COVID and the executive compensation has been frozen for a number of years; the board agreed that it would be appropriate given the circumstances

**11.0 Recruitment and Retention Issues (P. Chatelain)**

- This was added as a standing item as recommended by the Ad Hoc Committee
- A letter from the Worker Bees was provided for information; the board had allocated \$20,000 to the recruitment committee to hire a physician recruiter
- Snapshot of staff vacancies as of last week was provided for information; this changes on a daily basis

**12.0 Indigenous and French Language Issues (P. Chatelain)**

- The French Language Services presentation was provided for information.
- The topic was “Designation under the French Language Services Act”.
- This affects Villa Minto primarily as it is the only MICs site that is designated.
- A designation is the legal recognition by the government of Ontario of an agency’s capacity to provide services in French.
- The designated facility is responsible to provide health services to the public in French in accordance with the provisions of the FLS Act and work at maintaining French language services capacity
- The benefits of designation and criteria established by the ministry of francophone affairs were provided
- The definition for designated, partially designated, identified and non-identified agencies were provided
- A yearly FLS report must be submitted for all three hospitals including LTC to the Ministry of Health; all three reports are submitted through the OZI portal and are reviewed by the NELHIN
- The LHIN then makes recommendations on improving the FLS services provided by MICs
- The three FLS reports were submitted to the OZI portal on Tuesday.
- Board members were invited to ask questions.

**13.0 Site Business (B. Dennis)****13.1 Anson General Hospital:****13.11 Motion to approve two high school bursaries**

Moved by: A. Zsigmond

Seconded by: B. Allan

Be it resolved,

**THAT** the AGH Board of Directors approve one \$500.00 bursary for an English speaking graduate and a \$500.00 bursary for a French speaking graduate from Iroquois Falls and surrounding area going into the health sciences as presented.

Carried.

**13.2 Bingham Memorial Hospital:****13.21 Motion to approve two high school bursaries**

Moved by: O. Silverson

Seconded by: J. Gibson

Be it resolved,

**THAT** the BMH Board of Directors approve one \$500.00 bursary for an English speaking graduate and a \$500.00 bursary for a French speaking graduate from Black-River Matheson going into the health sciences as presented.

Carried.

13.3 Lady Minto Hospital:

## 13.31 Motion to approve two high school bursaries

Moved by: P. Dorff

Seconded by: B. Allan

Be it resolved,

**THAT** the LMH Board of Directors approve one \$500.00 bursary for an English speaking graduate and a \$500.00 bursary for a French speaking graduate from Cochrane going into the health sciences as presented.

Carried.

**14.0 Partnership Business (Bob Dennis)**14.1 March 2021 Board Effectiveness Survey Results

- 10 out of 11 surveys were submitted.

14.2 April Board Effectiveness Survey

- The survey was emailed to the board members following the meeting.

14.3 Approval of Insurance Renewal – P. Chatelain

- The Marsh 2021 proposal was provided for information.
- There is a 50% increase in the premium and a 70% increase in liability insurance as a result of COVID
- Motion to recommend the insurance renewal to the Board of Directors for the period of April 1<sup>st</sup>, 2021 to March 31<sup>st</sup>, 2022

Motion:

Moved by: P. Dorff

Seconded by: D. Cybolsky

Be it resolved,

**THAT** the MICs Board of Directors approve the insurance renewal coverage from Marsh Canada Ltd. for April 1, 2021 to March 31, 2022 in the amount of \$420,605 as presented.

Carried.

14.4 Approval of the MoU for the ONE Meditech Expanse – P. Chatelain

- The Total Cost of Ownership (TCO) and the Memorandum of Understanding (MOU) were provided for information.
- MICs' share would be approximately \$14M over the next ten years in terms of operating and capital costs.
- The regional CFO group has secured a line of credit with the Toronto Dominion Bank at the prime rate less 0.85%
- Paul is part of a discussion group with the Northeast CEOs and they're advocating to the Ministry of Health and eHealth in getting some kind of financial support
- We receive Small Transformation Fund as part of our base funding that can be allocated towards this project
- We have good cash reserves but we will most likely move forward with a joint loan which HSN will be leading
- Board members were invited to ask questions.

- The MICs Group of Health Services has reviewed the TCO and the MOU with the Board of Directors and are now seeking approval to execute the MOU.

Motion:

Moved by: P. Dorff

Seconded by: A. Zsigmond

7 for

1 against

Be it resolved,

**THAT** the MICs Board of Directors approve the execution of the Memorandum of Understanding of the ONE Meditech Expense as presented.

Carried.

B. Dennis voted against because he feels that the ONE Meditech Expense is not going to improve the conditions for the patient and make that patient better. It's going to build another business which we said we wouldn't get into business.

The CNO responded that the system is designed to reduce errors and reduce the risk of harm which in turn will have an impact on the patient. Because of the built-in safety features, there is less redundancy, less paperwork and more automation that translates into better safety for the patient and better outcomes in the long run.

## 15.0 In Camera

### 15.1 Motion to go in camera

Moved by: J. Gibson

Seconded by: B. Allan

### 15.2 Discussion of physician privileges

### 15.3 Discussion regarding non-union salary COLA increase

### 15.4 Motion to go out of in-camera

Moved by: D. Delaurier

Seconded by: J. Gibson

### 15.5 Approval of non-union salary COLA increase

Motion to salary increase for non-union and management

Moved by: P. Dorff

Seconded by: O. Silverson

Be it resolved,

**THAT** the MICs Board of Directors approve a 1% salary (COLA) increase to the non-union group excluding the Executive Team effective April 1, 2021 for a total annual cost of \$26,424.

Carried.

### 15.6 Approval of physician privileges

Motion to approve hospital privileges for Dr. Shiraz Elkeir, Dr. Keegan Selby and Dr. Louisa Marion-Bellemare

Moved by: A. Zsigmond



Seconded by: D. Delaurier

Be it resolved,

**THAT** the MICs Board of Directors approve Locum Tenens privileges for Dr. Shiraz Elkheir in the Surgical Program and Dr. Louisa Marion-Bellemare and Dr. Keegan Selby in Critical Care/ER as recommended by the MICs Medical Advisory Committee as presented

Carried.

**16.0 MICs News (B. Dennis)**

- The April 2021 MICs Newsletter was provided for information.

**17.0 Next Meeting Date (B. Dennis)**

- Wednesday, May 26, 2021 at 6:00 p.m. (AGH Lead Site) via Zoom

**18.0 Upcoming Meeting Dates**

- As per agenda.

**19.0 Adjournment (B. Dennis)**

- There being no further business, the meeting adjourned at 8:11 p.m.

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CHAIR, Bingham Memorial Hospital

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CHAIR, Anson General Hospital

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CHAIR, Lady Minto Hospital

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SECRETARY, MICs CEO