

**Minutes of the Meeting of the MICs Board of Directors**  
**Wednesday, September 27, 2023 – 18h00**  
**Via Zoom (BMH Lead Site)**

<b>BINGHAM MEMORIAL HOSPITAL</b>	
x	Oswald Silverson – Chair
x	Melissa Laderoute – Vice-Chair
	Vacant – Treasurer
R	Dave Dymont – Municipal Representative
<b>ANSON GENERAL HOSPITAL</b>	
x	Danielle Delaurier – Chair
x	Ann Zsigmond – Vice-Chair
x	Fern Morrisette – Treasurer
x	Ben Lefebvre – Municipal Representative
<b>LADY MINTO HOSPITAL</b>	
x	Patricia Dorff – Chair
R	Susan Nelson – Vice-Chair
	Vacant – Treasurer
x	Sylvie Charron-Lemieux – Municipal Representative
<b>MICs GROUP OF HEALTH SERVICES</b>	
x	Paul Chatelain – MICs Chief Executive Officer and Long-Term Care Administrator
x	Isabelle Boucher – MICs Chief Nursing Officer
x	Dr. Joey Tremblay – MICs Chief of Staff
R	Dr. Auri Bruno-Petrina – MICs President of Medical Staff
<b>GUESTS</b>	
x	Tiffany Smith – MICs Executive Assistant ( <i>Recording Secretary</i> )
x	Gail Waghorn – MICs Chief Financial Officer

**1.0 Call to Order & Chairs Remarks (O. Silverson)**

- 1.1 Land Acknowledgement: We would like to acknowledge that we are hosting this meeting from the traditional territory of the Algonquin and Cree People of Apitipi Anicinapek Nation and Taykwa Tagamou First Nation, located in Treaty 9 Territory.
- 1.2 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 (O. Silverson)**

The agenda was reviewed.

Motion:

Moved by: P. Dorff

Seconded by: S. Charron-Lemieux

Be it resolved,

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

Carried.

**3.0 Trustee Education / Presentations (CFO)****3.1 Wave 2 Implementation Project Update (CFO)**

- CEO reviewed the ONE Initiative monthly newsletter created by internal staff for September 2023.
- CEO and provided an overview of the One Initiative Board of Directors Summary Report highlighting the current project status, schedule, scope and budget.
- CNO provided more information on testing and training schedules for our staff and workflow changes for our physicians.
- Members of the Board were invited to ask questions.

**4.0 Approval of Minutes (O. Silverson)****4.1 Minutes of the MICs Board of Directors meeting held June 28, 2023, were provided for information.**

Motion:

Moved by: S. Charron-Lemieux

Seconded by: B. Lefebvre

Be it resolved,

**THAT** the MICs Board of Directors approve the minutes of the meeting held June 28, 2023, as presented.

Carried.

**5.0 Follow-Up Items (CEO)****5.1 Review of the 2023-2024 Board Work Plan**

- The 2023-24 Board Work Plan was reviewed.
- CNO will present the Critical Incidents Report.
- Quality Improvement Plan and Corporate Scorecard will be reviewed tonight.
- The Executive Assistant will send out the link for the Board Self-Assessment Tool via email received from OHA.

**5.2 Board Education and Orientation Plan**

- The 2023-2024 Education/Orientation Plan was reviewed.
- Orientation Session will be scheduled for November.
- Board Members can request changes or additions to the plan anytime.

**6.0 MICs Finance – (CFO)****6.1 Cash Flow/Cash Advance Request**

- The Cash Flow statement was provided for information.
- Cash advance request letters were provided for information.
- Four major catalysts that have impacted us and caused financial pressures; Bill 124 award, ONE Expanse, Capital Projects, Agency Nurses.
- The CFO discussed the impacts of Bill 124 award (three wages settlements). 1.3M in Retro paid out not including 30% benefit portion. We have received \$300,000 from MOH and are hopeful that more funding will be provided.
- Ontario Health is suggesting that we secure some bridge financing.

**6.2 Loan Update - ONE Expanse**

- Unable to secure financing with TD Bank for ONE Expanse, OFA will only accept a partnership submission. Opened a line of credit with the Caisse Populaire.

### 6.3 July 2023 Operating Statements

- The operating statements were provided for information.

#### **BMH:**

- In an operating deficit of \$(408,696) at the end of July
- Total operating revenue: \$3,043,765
- Total operating expenses: \$3,452,461

#### **AGH:**

- In a deficit position of \$(168,060)
- Total operating revenue: \$4,395,144
- Total operating expenses: \$4,563,204

#### **SCM:**

- In an operating surplus position of \$73,105
- Total operating revenue: \$2,544,204
- Total operating expenses: \$2,471,099

#### **LMH:**

- In an operating deficit of \$(844,770)
- Total operating revenue: \$5,729,006
- Total operating expenses: \$6,573,776

#### **VM:**

- In an operating deficit of \$(54,092)
- Total Revenue: \$1,212,832
- Total Operating Expenses: \$1,266,924

- Board Members were invited to ask questions.

Motion to approve July 2023 Operating Statements

Moved by: P. Dorff

Seconded by: S. Charron-Lemieux

Be it resolved,

**THAT**, the MICs Board of Directors approve the July 2023 Operational Statements for Bingham Memorial Hospital, Anson General Hospital, South Centennial Manor, Lady Minto Hospital and Villa Minto as presented.

Carried.

### 6.4 Capital Update (CFO)

- The CFO provided a verbal update on the current Capital Report.
- We had planned to revisit the infrastructure budget in September; we are not recommending one at this time as all capital projects are on hold. Previously approved projects will be completed as scheduled.

## **7.0 Presentations/Reports (O. Silversen)**

### 7.1 Chief Executive Officer Report: (CEO)

- The CEO provided updates on the following information:
  - We have heard the Ministry will support the Bill 124 arbitration wage increases for ONA, SEIU and OPSEU. The details have yet to be determined.
  - The SCM Redevelopment project is now moving to working drawings. The (MICs) mayors, some members of the council and I presented at a delegation with

the Minister of LTC at the Association Municipalities Conference (AMO) in August. It was well received and although we missed the August 31, 2023 deadline, we were told to keep moving forward with the project, as new funding announcements will be coming soon.

- The AGH Automatic Transfer Switch continues. SCM requires roof repairs, estimates have come in at \$170,000. We are investigating patch repair as well for the SCM roof. BMH Rosedale Expansion and the Window/Door project are near completion. The LMH Lab project is on hold and the Pharmacy Upgrade continues. We have received the HIRF and ECP applications and will submit them in October.
- We continue to have dialogue with the Ministry on our CT scanner proposal. We expect to hear back this fall.
- We had a full-day visit with the Auditor General of Ontario in July. They focused on small hospitals in the North, specifically on the topics of agency nursing and ED Locums. It was very interesting and positive. We expect the report to be released before December.
- Katie Browne and Alanna Mack attended last week's NOHFC Board meeting where Greg Rickford, MPP, announced the Rosedale Sunroom and the second-year funding for the Foundation Coordinator. The Rosedale Sunroom grand opening is planned for sometime in October.
- Board Members were invited to ask questions.

## 7.2 Chief Nursing Officer Report: (CNO)

- The CEO provided updates on the following information:
  - Letter received from Accreditation Canada confirms we have met all follow-up requirements. We can now focus on the next accreditation cycle.
  - MICs is sitting at a 50-55% occupancy overall for MICs. We will likely see an increase in admissions heading into the fall. We have had vacant ALC beds for some time now; the priority for admissions to LTC seem to be in-house patients.
  - Emergency Room activity has returned to pre-pandemic levels.
  - Working hard to preserve safe and quality patient care despite staffing shortages.
  - Nursing Leadership team is reviewing care delivery models and hope to restructure the staffing pattern to be better suited for our needs.
  - AGH is currently sitting at full RN compliment; currently down from 12 to 9 agency nurses. Currently looking at utilizing a new agency that offers better pricing.
  - Recruitment Fair was attended in Kirkland Lake.
  - Infection Control update: The respiratory outbreak at SCM was identified as Rhinovirus.
  - Internal Vaccination Campaign will begin the week of October 16<sup>th</sup>.
  - Pharmacy upgrade is ongoing; phase 1 is about 90% complete. We are looking for students requiring pharmacy placements. Will be posting for a pharmacy RPN.
- Board Members were invited to ask questions.

## 8.0 **Medical Staff (MICs Chief of Staff)**

### 8.1 Chief of Staff Report

- MICs Chief of Staff provided a verbal update on the following:
  - Dr. Dehkordi has been approved for active staff and will be providing services at AGH; further certification is required prior to working in ER.

- Dr. Fontaine has joined the LMH team since passing his exam.
- We hope to be able to reduce the use of locum physicians’
- The CHRO will be attending a recruitment fair in Ottawa in October.
- Second-year Resident worked under Dr. Tremblay for the month of July; Third-year Resident wants to work under Dr. Tremblay from Oct 30<sup>th</sup> – Nov 12<sup>th</sup>.
- NOSM students from Oct 30 – Nov 6.
- Stipend was extended to March 31, 2024.
- BMH ER is stable, AGH ER is stable with the use of the EDLP Locum program, and LMH ER is stable.
- We have seen an increase in Upper Respiratory Tract Infections that has increased the number of ER visits.
- The LMH surgical program is back up and running after a short break over the summer.
- Dr. Tremblay is now certified to teach ACLS for MICs.

8.2 Medical Advisory Committee Minutes:

- Minutes of the MAC meeting on June 21, 2023 were provided for information.
- Board Members were invited to ask questions.

**9.0 Ontario Health North / MOHLTC Business (CEO)**

9.1 2023-24 Cash Advance

- The CEO reviewed the letter received from MOHLTC that outlines the cash advance repayment schedule.
- Board Members were invited to ask questions.

**10.0 MICs Quality Committee (CNO)**

10.1 MICs Quality Committee Meeting

- Minutes of the Quality Committee meeting on June 13, 2023, were provided for information.
- Board Members were invited to ask questions.

10.2 Critical Incidents Report

- The Critical Incident reports for Q4 and Q1 for acute care as well as long-term care were provided for information.
- The information is extrapolated from our RL6 incident reporting system.
- The report covers total hospital critical incidents, LTC critical incidents, total number of incidents, total number of near misses/good catches type of incidents.
- Near misses promote a culture of risk management.
- Falls remain our top incident that is reported within MICs, then safety/security.
- Hospital critical incidents and LTC critical incidents have very different definitions; LTC needs to include the amendments from Fixing Long-Term Care Home Act (FLTCA).

10.3 Corporate Scorecard

- The first page of the Corporate Scorecard is a MICs perspective; page two shows the individual performance for Q1 2023-2024.
- Professional conduct issues are reviewed to ensure they are properly categorized.
- Board Members were invited to ask questions.

**11.0 Physician & HR Recruitment (CEO)****11.1 Worker Bees Update**

- Signed a recruitment agreement with Dr. Sepehr Dehkordi who will be working at AGH.
- Request went in through legal to have a non-profit organization formed.
- Board Members were invited to ask questions.

**12.0 Indigenous and French Language Issues (CEO)****12.1 Land Acknowledgement**

- Land Acknowledgment was revised and provided for review for use at our regular Board meetings.

**13.0 Site Business (O. Silverson)****13.1 Anson General Hospital:****13.12 SCM Redevelopment Project**

- CEO provided an update on the status of the redevelopment project with architectural drawings.
- Moving forward as per the scheduled deadlines.

**13.13 SCM Roof Repair**

- Roof repairs at SCM are required to sustain the three years until the move into the new building.

Motion:

Moved by: F. Morrisette

Seconded by: A. Zsigmond

Be it resolved,

**THAT** the MICs Board of Directors approve Fitzgerald Roofing to complete the SCM Roof Repair in the amount of \$116,560.

**13.2 Bingham Memorial Hospital:**

13.21 N/A

**13.3 Lady Minto Hospital:**

- 13.31 An emergency motion was circulated by email in August for approval of the upgrade to the LMH Diagnostic Imaging Department. It was provided for information.

**14.0 Partnership Business (O. Silverson)****14.1 June 2023 Board Effectiveness Survey Results**

- 8 out of 15 surveys were submitted.

**14.2 September Board Effectiveness Survey**

- The survey was emailed to the Board Members following the meeting.

**15.0 In Camera****15.1 Motion to go in camera**

Moved by: D. Delaurier

Seconded by: A. Zsigmond

## 15.2 New Physician Hospital Privileges

- Applications were reviewed

## 15.3 Operating Budget Operating Plans

## 15.4 Motion to go out of in-camera

Moved by: S Charron-Lemieux

Seconded by: P. Dorff

## 15.5 Approval of Hospital Privileges

Motion to approve hospital privileges for Dr. Eric Bilodeau and Dr. Theodore Small, as locum tenens in the Critical Care/Emergency Department, Dr. Jesse Fontaine as active staff in the Critical Care/Emergency Department and Dr. Sepehr Raeisi Dehkordi as Active staff in the General Practice category as recommended by the Medical Advisory Committee.

Moved by: D. Delaurier

Seconded by: A. Zsigmond

Be it resolved,

**THAT** the MICs Board of Directors approve hospital privileges for Dr. Eric Bilodeau and Dr. Theodore Small, as locum tenens in the Critical Care/Emergency Department, Dr. Jesse Fontaine as active staff in the Critical Care/Emergency Department and Dr. Sepehr Raeisi Dehkordi as Active staff in the General Practice category as recommended by the Medical Advisory Committee as presented.

Carried.

## 16.0 MICs News (O. Silversen)

- The July, August and September 2023 MICs Newsletters were provided for information.

## 17.0 Next Meeting Date (O. Silversen)

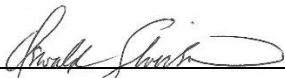
- Wednesday, October 25, 2023, at 6:00 p.m. (AGH Lead Site) via zoom

## 18.0 Upcoming Meeting Dates

- As per agenda

## 19.0 Adjournment (O. Silversen)

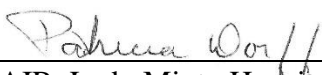
- There being no further business, the meeting adjourned at 8:59 p.m.



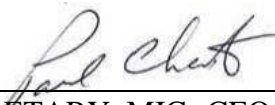
CHAIR, Bingham Memorial Hospital



CHAIR, Anson General Hospital



CHAIR, Lady Minto Hospital



SECRETARY, MICs CEO