

**Minutes of the Meeting of the MICs Board of Directors**  
**Wednesday, February 28, 2024 – 18h00**  
**Via Teams (AGH Lead Site)**

<b>ANSON GENERAL HOSPITAL</b>	
X	Danielle Delaurier – Chair
X	Ann Zsigmond – Vice-Chair
X	Fern Morrissette – Treasurer
X	Ben Lefebvre – Municipal Representative
<b>BINGHAM MEMORIAL HOSPITAL</b>	
X	Oswald Silverson – Chair
X	Melissa Laderoute – Vice-Chair
R	Christina Jessup – Treasurer
R	Dave Dymont – Municipal Representative
<b>LADY MINTO HOSPITAL</b>	
X	Pat Dorff – Chair
X	Derek Archibald – Vice-Chair
X	Denis Clement – Treasurer
X	Sylvie Charron-Lemieux – 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	Tiffany Smith – MICs Executive Assistant ( <i>Recording Secretary</i> )
X	Gail Waghorn – MICs Chief Financial Officer
X	Sylvie Lavoie-Girard – MICs Chief Human Resource Officer

**1.0 Call to Order & Chairs Remarks (D. Delaurier)**

- 1.1 Land Acknowledgement: We would like to acknowledge that we are hosting this meeting from the traditional territory of the Cree, Ojibwe, Ojicree, Algonquin and Métis Peoples of Apitipi Anicinapek Nation and Taykwa Tagamou Nation, located in Treaty 9 Territory. Miigwetch to all indigenous and Métis partners for sharing their land with us.
- 1.2 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 (D. Delaurier)**

The agenda was reviewed.

Request to add:

11.2 Report from SPRC Recruitment Fair

11.3 Future Recruitment Fairs

Motion:

Moved by: D. Clement

Seconded by: S. Charron-Lemieux

Be it resolved,

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

Carried.

**3.0 Trustee Education / Presentations (CEO)****3.1 IT Issues**

- IT provided information on the upcoming change to our Boardroom equipment. He indicated that they will be changing into “Team Rooms.” Team Rooms will be active post Meditech Expanse implementation, May 2024.
- IT will attempt to replace the broken cable in the LMH Board room to permit a hybrid model for the next meeting.

**3.2 Worklife Pulse Survey Results**

- CHRO presented the Worklife Pulse Survey Results.
- Discussion on the process of developing and executing an action plan to enhance performance in the identified areas of concern.

**3.3 ONE Initiative Bulletin**

- CEO reviewed the ONE Project Bulletin highlighting on key dates.
- NEON called an urgent meeting last week to discuss the go-live date.

**3.4 ONE Project Newsletter**

- The ONE Project newsletter was provided for information.

**4.0 Approval of Minutes (D. Delaurier)**

4.1 Minutes of the MICs Board of Directors meeting held January 24, 2024, were provided for information.

Amend:

11.1 Recruitment Fair – email provided to clarify.

6.1 AGH Finance Operating Expenses will be reviewed and amended.

Minutes will be amended and approved at the next meeting.

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

- The Board Work Plan was reviewed for the month of February.
- Worklife Pulse Survey results were reviewed earlier tonight.
- Board Recruitment and Planning was addressed at the nominating committee meeting. Two nomination forms were received.
- By-laws were reviewed at the last Ad Hoc Meeting; may have changes for the medical staff at the AGM due to the standardized credentialing policy that is currently under review.
- Policies will be circulated for review and changes will be at brought to the next Ad Hoc meeting.
- An update on HIRF & Capital projects will be provided tonight.
- Will review the Q3 Strategic Plan tonight.

**6.0 MICs Finance (CFO)****6.1 December 2023 Operating Statements**

- The CFO gave an update of the financial statements for all sites, period ending December 2023, Q3
- Q3 will be reported to MOH on January 31, 2024

**BMH**

- In an operating deficit of \$(899,116) at the end of December
- Operating Revenue: \$7,380,965
- Operating Expenses: \$8,280,081

**AGH**

- In an operating deficit of \$(439,655) at the end of December
- Operating Revenue: \$10,325,865
- Operating Expenses: \$10,765,520

**SCM**

- In an operating surplus of \$42,975 at the end of December
- Operating Revenue: \$5,693,853
- Operating Expenses: \$5,650,878

**LMH**

- In an operating deficit of \$(1,442,872) at the end of December
- Operating Revenue: \$13,949,304
- Operating Expenses: \$15,442,872

**VM**

- In an operating surplus of \$51,499 at the end of December
- Operating Revenue: \$2,867,228
- Operating Expenses: \$2,815,729
- Board Members were invited to ask questions

Motion to approve December 2023 Operating Statements

Moved by: P. Dorff

Seconded by: O. Silverson

Be it resolved,

**THAT**, the MICs Board of Directors approve the December 2023 Operating 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 Projects

- The CFO provided an updated Capital Projects Report that presents the status of all the projects including those that have carried over into the 2023-2024 year.
- Board Members were invited to ask questions.

6.3 2024/2025 Hospital Budgets

- CFO provided an overview of the draft budgets prepared for 2024/2025. There is no official submission of the 2024/2025 budgets.
- Board Members were invited to ask questions.

6.4 Cash Flow Update

- CFO reviewed the January investment statement. The amounts are shown as restricted which requires Board approval to liquidate.
- Reviewed the letter submitted to the ministry to obtain the cash advance for 2024/2025 in order to finance our deficit budget as we move through our performance improvement plan process.
- With difficulties to fill the staffing requirements to run the Endoscopy program it will remain on hold at this time.

**7.0 Presentations/Reports (D. Delaurier)**

7.1 Chief Executive Officer Report: (CEO)

- Our cash flow challenges continue. We have received two cash advances now, which will have to be re-paid soon. We will be reimbursed for Bill 124 retroactive payments for all union and non-bargaining groups at 85%. While this is good news, we will be short in our finances and will have to proceed with budget reductions.
- The architect has completed and submitted the working drawings at 90%. We are working on the SCM Redevelopment Campaign to raise \$8M over 5 years. We are still waiting for any new funding announcements to the Construction Funding Subsidy. I attended the Advantage Ontario Lobby Day at Queen's Park and met with the Minister of LTC, Stan Cho on February 26, 2024.
- We have received the Ministry of LTC's inspection report for the critical incident at SCM. We have developed an action plan that needs to be submitted by March 1st.
- The AGH Automatic Transfer Switch continues. The Pharmacy Upgrade is near completion. The following projects are in progress at LMH; Replacement of Flooring, Door Fob/Alarm System, Cabinet Unit Heaters Replacement, and the Parking Lot Lighting (receptacles). The SCM roof is nearing completion with capping remaining.
- Our CT scanner proposal has been endorsed by Ontario Health North and is now with the Ministry of Health (HARP) division for final approval.
- We have signed a contract with a private physiotherapy company (Lyrette Physio) to care for outpatients. MICs will still continue with inpatients, residents and outpatient

bundled care (post hip and knee replacements), effective April 15, 2024.

- Board Members were invited to ask questions.

## 7.2 Chief Nursing Officer Report: (CNO)

- The CNO provided information on the Emergency Department Pay-for-results (ED P4R) small volume program. The goal of this program is to improve patient experience, decrease wait times and to prevent ER room closures. The four requirements to qualify for this program are:
  - Emergency Department NACRS initiative (ERNI) - have to report into ERNI program that ties into medical records
  - Emergency Department Return Visit Quality Program – have to participate in an Emergency department quality program
  - Ontario Health eCTAS (electronic CTAS) triage decision-support tool – Implement electronic version
  - Ontario Hospital Association ED Patient Experience of Care (OHA ED-PEC Survey – implement OHA Patient Experience Surveys

To date we have completed the following activities:

- Attended the ED P4R Program – Small Volume Expansion Information Session
- Submitted the 2023-2024 P4R Action Plan on how to spend the funds
- Submitted the 2023-2024 Sign Back Form for our funding letter
- Submitted the P4R Expansion Project Readiness Assessment (SRA)

Will continue to work on the next action plan.

- The CNO reviewed Emergency Room Activity Q2; total ER visits, CTAS levels and ER Wait times. Data was also provided to review our five-year trend.
- 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 the following report.
  - NOSM/Students/Residents:
    - Finally seeing the NOSM overflow (new grads not seeking employment in city obtained their education) as predicted in 2017; new grads are exploring but seem to be looking towards locuming instead of family medicine.
    - Two second-year NOSM students working with Dr. Bruno for “110 ICE” from February 5 – March 3, 2024.
    - Resident Brian McPherrin is in his third week of his placement and is working in ER/Anesthesia with Dr. Tremblay from February 12<sup>th</sup> to March 10, 2024. Samantha Lyons is doing a placement with Dr. Bruno at AGH as well during this time. They are meeting for lunch with Frontier Spirit Recruiter tomorrow.

- Emergency Departments:
  - No news on the monthly CTSLPE stipend going beyond March 31, 2024.
  - Currently working to cover the summer months; healthy locum pool in place to cover our ERs at all sites for now.
  - Respiratory illnesses (triple threat) starting to decline in ER/Ward but mental health patients are on the rise.
  - TaDH is intending to collaborate with MICs for the Mental Health Crisis Services via OTN. This will ensure patients are seen by a psychologist in a timely manor.
  - ER remains very busy, servicing many patients that require a family physician.
- Operating Room:
  - LMH OR is running well and is still supported by Kapuskasing or locums when Dr. Klassen is away.
  - We have a fellowship covering in the OR next week.
- No hospital privileges to review in camera this month.
- Board Members were invited to ask questions.

## 8.2 Medical Advisory Committee Minutes

- Minutes of the MAC meeting on November 15, 2023, were provided for information.
- Board Members were invited to ask questions.

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

### 9.1 N/A

## 10.0 MICs Quality Committee (CNO)

### 10.1 N/A

## 11.0 Physician & HR Recruitment (CEO)

### 11.1 Letter to Worker Bees

- Discussed the previous meetings motion to have attendance at the SRPC conference in Alberta.

Motion: the Board approves the attendance of Abigail Brennan as the Frontier Spirit Physician Recruiter at the SRPC conference along with two representatives from MICs Group of Health Services conditional on funding arrangements being agreed upon

Moved by: B. Lefebvre

Seconded by: S. Charron-Lemieux

Be it resolved,

**THAT** the MICs Board of Directors approve the attendance of Abigail Brennan as the Frontier Spirit physician recruiter at the SRPC conference along with two representatives from MICs Group of Health Services conditional on funding arrangements being agreed upon.

D. Delaurier, P. Dorff and Oswald Silversson dissented.

### 11.2 Report from SRPC Recruitment Fair

- Discussion on having an action plan in place to have a report provided to the Board upon return from the SRPC Recruitment Fair that has performance measures

established to ensure we will be in a position to move forward.

- The report that was prepared at the Ottawa U Recruitment Fair will be completed again for the SPRC Fair and provided to the Board at the May meeting.
- Will provide the template to the Board at the May meeting

11.3 Recruitment Fair Plan - D. Clement

- Discussed the current model of Physician Recruitment for MICs.

**12.0 Indigenous and French Language Issues (CEO)**

12.1 N/A

**13.0 Site Business (D. Delaurier)**

12.2 Anson General Hospital:

- SCM Redevelopment
  - CEO provided an update on the status of the SCM Redevelopment Project; hoping for funding approval within the next month. There are concerns from the Ministry regarding our cash flow and budget situation particularly regarding the perception that the hospital is subsidising or using hospital funding towards the project.
  - Working drawings are with the Ministry; awaiting a development agreement that will get us the planning grant which will allow us to move forward with the project.
  - Brian Pollard the ADM for Long-Term Care has resigned.
  - An update will go out to the public next week via the enterprise and posted on the website.

12.2 Bingham Memorial Hospital:

- N/A

12.3 Lady Minto Hospital:

- N/A

**14.0 Partnership Business (D. Delaurier)**

14.1 January 2023 Board Effectiveness Survey Results

- Twelve out of 12 surveys were submitted

14.2 February Board Effectiveness Survey

- The survey will be emailed to the Board members following the meeting

14.3 Review of the Q3 Strategic Plan

- Strategic plan was reviewed in depth at the Strategic Planning Committee meeting and was provided for information.

**15.0 In Camera**

15.1 N/A

**16.0 MICs News (D. Delaurier)**

- The February 2024 MICs Newsletters were provided for information.

**17.0 Next Meeting Date** (D. Delaurier)

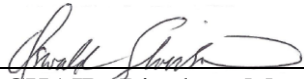
- Wednesday, March 27, 2024 at 6:00 p.m. (LMH Lead Site) via Teams

**18.0 Upcoming Meeting Dates**

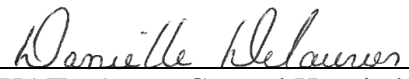
- As per agenda

**19.0 Adjournment** (D. Delaurier)

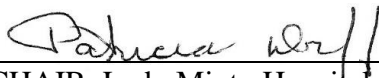
- There being no further business, the meeting adjourned at 9:45 p.m.



CHAIR, Bingham Memorial Hospital



CHAIR, Anson General Hospital



CHAIR, Lady Minto Hospital



SECRETARY, MICs CEO