

PRESENT: Marg Tubman, Chair
Rob Tripp, Vice-Chair
Meena Ballantyne
Tom Faloon
Sandi Heins
Phil Marcella
Robert Pelletier
Dr. Steve Radke
Dr. Angela Varrin
Chris Ferguson, Vice-President, Patient Care Services
Julia Boudreau, President & CEO

GUESTS: Tim Sonnenburg, Vice-President, Financial Services
Alison Green, Vice-President, Corporate Services
Peter Payton, Director of IT
Sandra Buttle, Recording Secretary

REGRETS: Shauna Lemenchick
Catherine O'Neil

ATTENDANCE: 85%

1. PRESENTATIONS

Patient Story – ██████ spoke about her journey. She became ill when she was 19 years old and in college and it took four months to diagnose her. She has several comorbidity diagnoses including Cancer, Lupus, Crohn's Disease, Fibromyalgia, etc. She has always had a high level of energy and was always employed. Her energy level at times impeded her ability to have her concerns heard by health care workers. In 2015, she lost her energy level and felt her physician did not listen to her. Finally in 2018, she was rushed to the hospital in complete kidney failure. She had her dialysis treatments in three different units and stated that RVH is the best. She commented on how the staff comfort the patients, the cleanliness of the unit, the patient comforts, and the fact that the staff are much happier here than other places. Dr. Joseph is amazing and she listens to her patients. She felt she would have been diagnosed earlier if her physician had listened to her. She had surgery to insert a fistula so this is her next hurdle to get over. ██████ did chemo and dialysis at the same time and thought that it was important that they had input in picking their chairs. She suggested that they make chairs for left-handed people. ██████ sits on the Regional PFAC committee and advocates for the Renfrew program. She is also part of the International Disabilities Committee.

HIROC – Joanna Noble did a presentation on Board Roles and Responsibilities for Risk Management. HIROC is a not-for-profit organization in Canada providing healthcare liability insurance to over 700 subscribers. She reviewed who is insured, what the policy includes, definition of integrated risk management and presented a risk management framework for healthcare. She reviewed the Board's roles, responsibilities and accountabilities as well as the

CEO's role and accountability and gave examples. She noted that RVH has a strong Integrated Quality Risk Management Framework and Plan that was revised in December 2020.

2. CALL TO ORDER

With a quorum present, the Chair called the meeting to order.

3. DECLARATION OF CONFLICT OF INTEREST

There were no declarations of Conflict of Interest.

4. MINUTES OF PREVIOUS MEETING

*It was moved by Sandi Heins,
And seconded by Robert Pelletier,*

That the minutes of the meeting held on June 17, 2021 be adopted. – Carried.

5. REPORT OF THE PRESIDENT & CEO

- **FINANCIAL UPDATE** - RVH had a surplus of \$402,726 (3.4 % of total revenues) for the three months ending June 30, 2021. This result is higher than budget.
 - Overall revenues were \$101,336 lower than budget (1.0 %). LHIN base revenue was slightly lower than budget as no additional funding was received in Q1. Ministry of Health one time funding was lower than budget due to lower physician funding in emergency department. Cancer Care Ontario funding was higher than budget as a result of increased volumes of oncology patients and reimbursement of higher cost drugs. Paymaster funding is lower than budget due to lower drug recoveries for dialysis patients. Inpatient funding is on budget. Outpatient revenues are higher than budget due to higher volumes in Diagnostic imaging as services are ramped up. Semi-private revenues were higher than budget as we had more patients than budgeted during the period. Sleep product sales are running 10% lower than budgeted due to Covid and Philips Respironics recall. Dietary recoveries are lower as only staff are allowed in the cafeteria due to Covid. Other revenues are on budget. Grant amortization is on budget.
 - Overall expenses for the period were \$354,018 under budget (3.0 %). Salary and wages were on budget. Benefits were slightly over budget (1%) tracking to salary trend. Medical staff fees were lower than budget due to Covid. Emergency volumes were lower in Q1 resulting in less shadow billing fees. Hospitalist costs are on budget. Medical and surgical supply costs were under budget (12%) as sleep store supply costs were down. Drugs and medicines are under budget (7%). Lower dialysis costs and inflation is not impacting as much as budgeted.
 - Other votes are separately funded programs for palliative care, addiction treatment services and assisted living program and the programs were slightly over budget for the period.

- **COVID UPDATE**

- This summer the Command Centre took a hiatus from meetings to give the team a break as we have been running at full throttle for many months. Now that the 4th wave is upon us our Command Centre meetings have been reinstated. The team includes senior management, Dr. Steve Radke, Dr. Kristian Davis and Kate Gahan. As well the regional meetings and infrastructure are all back in place.
- RVH has had an unusual high activity of patients in Emergency seeing up to 80 patients in a 24 hour period.
- The vaccine clinic wrapped up July 26, 2021 with 30,800 vaccines being given. Special thanks to the senior team, Dr. Angela Varrin, Dr. Jessica Bodig, Kate Gahan, Melissa Gourley and Tania McGregor and the many staff, retirees and volunteers who worked at the mass clinic.
- As per the Provincial Directive #6 issued on August 17, 2021, a policy was developed with all our regional partners so everyone is on the same page with regards to vaccines. This policy was approved by the Medical Advisory Committee, Chief of Staffs in the Region as well as our Regional Ethicist.
- This means to work at RVH, in any capacity, you must provide proof that you have been fully vaccinated or have an approved medical and/or other exemption in accordance with the Ontario Human Rights Code. Those who are not fully vaccinated (or do not have an approved exemption) will be deemed non-compliant with our COVID-19 policy and placed on an unpaid leave of absence
- RVH will also be requiring proof of vaccination for visitors and caregivers to ensure the safety of everyone in our hospital environment. The effective dates are still being decided upon.
- The visitor policy has been handed out at screening so everyone knows this is coming and patient families have been contacted. A press release will be going out across the Champlain region.
- Physicians are at 100% compliance and 90% of our staff have been fully vaccinated. All unvaccinated staff are required to watch an education video, per Directive #6.

- **ONTARIO HEALTH TEAM (OHT) UPDATE**

- On September 17th the Province announced the latest round of approved OHT's which included Network 24. The catchment area covered by Network 24 includes a broad and diverse set of communities in and around the Ottawa Valley. The area stretches from Renfrew to Deep River, and includes the communities of Calabogie, Barry's Bay, Eganville, Cobden, Pembroke, and Petawawa, as well as those along Highway 60 to South Algonquin Township. The area covers approximately 7,600 square kilometers and 80,000 residents. A new name will be chosen in the near future.
- Stringent timelines were given to submit the collaborative decision making arrangement and leadership structure by the end of September. Meetings have been held with all the players at the table.
- 92% of the province is now covered by 51 OHT's. Network 24 Year 1 implementation funding will be approximately \$1 million and spread over six quarters.

- **ACCREDITATION**
 - RVH is scheduled for an accreditation survey on December 6, 7, 8, 2021.
 - All the teams have worked through the standards and all the Required Organizational Practices (ROP's) have been completed.
 - Chris Ferguson has been attending meetings to do mock surveys. She feels that we are well positioned and in good shape. The meetings will be a combination of in person and virtual meetings depending on the number of people participating.

- **STRATEGIC COMMUNICATION PLAN**
 - The strategic communication plan was circulated.

*It was moved by Robert Pelletier
And seconded by Phil Marcella,*

That the Strategic Communication Plan be approved. – Carried.

- **HEMATOLOGY-ONCOLOGY CLINIC**
 - This new partnership between The Ottawa Hospital and RVH enables Hematology-Oncology patients from Renfrew County to access care close to home.
 - It includes the diagnosis and treatment of cancerous blood disorders and cancers, the management of symptoms and resultant tumours if present.
 - This clinic is a 1st in the Ottawa Valley and the creation of this clinic came about through the efforts of TOH Hematologist-Oncologists Dr. Manika Gupta and Dr. Isabelle Bence-Bruckler, TOH Cancer Services, and both the oncology and ambulatory care clinic teams at RVH.

- **ADDICTION TREATMENT AND MENTAL HEALTH SERVICES**
 - The Addictions Treatment Service (ATS) relocated its Pembroke office to Lake Street in order to provide expanded 'one-stop' service to clients.
 - In March 2021, ATS partnered with the Royal Ottawa Hospital, Hawkesbury General Hospital and Cornwall Community Hospital Mental Health and Addiction Services to offer clients concurrent disorders virtual day treatment programming. This programming allows individuals who are struggling with moderate to severe mental health and addiction issues to participate and access day treatment programming virtually from their own homes or from somewhere safe and comfortable in the community.
 - As a result of the new funding for the day treatment programming through the Ministry of Health, ATS was also able also enhance services by integrating with another major Addiction Service provider in Renfrew County, including Mackay Manor.

- **RESPIRONICS RECALL**
 - Philips Respironics recently announced a voluntary recall of their CPAP, APAP, and Bipap devices produced in 2009 and later. In consultation with HIROC, RVH's insurer, and experts in recall management from BLG Canada, RVH has conducted a multi-patient lookback process and notification of over 2000 patients who may have been affected.

- All devices RVH registered with Respironics received communications via letter from Philips informing clients about the recall. Philips is initiating the repair and replacement programs in other countries (outside of USA) and expects to have these underway in the majority of its markets by the end of September 2021. The company intends to complete the repair and replacement within approximately 12 months.
- Revenue decreases are due to the Philips recall and market shortage of available PAP units to purchase for retail. RVH Sleep Products is on allocation with other respiratory device company, ResMed and receiving 14 per month currently. We are working to support our clients and patients and have over 500 clients on the wait list.
- RVH is tracking costs associated with the recall and will be pursuing Philips to reimburse costs. Philips is aware there are costs associated with the recall from the retailer level.

6. REPORT OF MEDICAL STAFF

Dr. Radke advised that there was no credentials meeting in September but he will bring forward a formal report at the next meeting. The Chief of Staffs have been working together as a region on a vaccination policy and all are in agreement. It was very impressive the way everyone stepped up and worked together.

7. REPORT OF AUXILIARY

It was noted that the gift shop is open.

8. OTHER BUSINESS

- The nursing shortages across the province are phenomenal. Some hospitals have had to close their emergency services due to the lack of nursing staff. RVH has pulled together a full nursing recruitment campaign advertising in papers, Facebook, LinkedIn, Health Force Ontario, our website as well as advertising with our academic partners. To attract Registered Nurses, and Registered Practical Nurses to work in the hospitals, long-term care homes and home and community care agencies in greatest need across Ontario, the Community Commitment Program for Nurses (CCPN) is providing a \$10,000 incentive to eligible nurses in exchange for a 12-month commitment to an eligible employer. We have received over 45 applications for RN's and RPN's. This is very competitive and not all are qualified. Our managers are busy interviewing. Many hospitals are looking to hiring agencies to fill vacancies regionally and provincially.
- The Board recognized and congratulated Sandra Buttle on her 45 years at RVH.

9. ADJOURNMENT

*It was moved by Sandi Heins,
And seconded by Robert Pelletier,*

*That the meeting adjourn. – Carried.
Time of Adjournment: 18:50 hours*