

**MINUTES OF THE REGULAR OF DIRECTORS  
MEETING OF THE RENFREW VICTORIA HOSPITAL  
BOARD OF DIRECTORS HELD ON JANUARY 28, 2021  
AT 17:00 HOURS BY MICROSOFT TEAMS**

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PRESENT: Marg Tubman, Chair  
Meena Ballantyne  
Tom Faloon  
Sandi Heins  
Phil Marcella  
Catherine O'Neil  
Robert Pelletier  
Dr. Steve Radke  
Rob Tripp  
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  
Sandra Buttle, Recording Secretary

REGRETS: Shauna Lemenchick

ATTENDANCE: 92%

### **PRESENTATION**

Gillian Flynn from Accreditation Canada did an overview of accreditation addressing planning for excellence, model of continuous quality improvement, benefits, governance standards, board roles and responsibilities and Required Organizational Practices. RVH will be surveyed in December 2021.

Dr. Angela Varrin, President of Medical Staff, was welcomed to the Board.

### **1. CALL TO ORDER**

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

### **2. DECLARATION OF CONFLICT OF INTEREST**

There were no declarations of Conflict of Interest.

### **3. MINUTES OF PREVIOUS MEETING**

*It was moved by Cathy O'Neil,  
And seconded by Tom Faloon,*

*That the minutes of the meeting held on December 3, 2020 be adopted. – Carried.*

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

*That the minutes of the special meeting held on January 12, 2021 be adopted. – Carried.*

#### **4. REPORT OF THE PRESIDENT & CEO**

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

As per the last minutes, it was proposed to expand the planning group to include primary care, home and community care, and long-term care. The MOH has assigned us a facilitator and a navigator and we will be moving forward with a virtual session of all original signing partners. We will be reaching out across the broader network in the region to decide if we will move forward with a collective application from Network 24.

- **ACCREDITATION**

Staff are currently completing the Worklife Pulse Survey Tool and the Patient Safety Culture Survey. Teams are working through the standards and revising policies and procedures. The Governance committee completes the functioning tool survey. This is a self-assessment and is optional. We have been reviewing the Governance Standards.

- **STRATEGIC PLAN 2021-2026 UPDATE**

Rob Tripp advised that the strategic planning is well underway. The sub-committee met and decided to streamline the process. The plan is in strong shape as evidenced by the SWOT (strengths, weaknesses, opportunities, and threats) analysis. The committee felt there was no need to do a complete overhaul. A meeting is being scheduled with the full committee to get their input. It will then be brought to the Medical Advisory Committee (MAC), the Patient and Family Advisory Committee (PFAC) for their input and then the revised draft plan will be circulated to the Board well in advance of the Board meeting for comments. It was recommended that Rob bring forward the plan as the education session at the March Board meeting. Rob Tripp and Meena Ballantyne were thanked for their work on this.

- **CAPITAL PROJECTS**

- **Elevators** –on schedule and the last elevator will be completed next week.
- **Generator** – this project will be completed by March 31<sup>st</sup>. Shut downs will be February 28<sup>th</sup> and March 7<sup>th</sup> to hook up. This project should be within budget.

- **COVID UPDATE**

- We continue to have bi-weekly meetings with the Command Centre. This committee includes Dr. Radke, Dr. Davis, and senior management. The main focus now is bed management and vaccines. Chris Ferguson and Dr. Angela Varrin are leading the regional committee on vaccines. RVH is setting up a vaccine clinic at 100 Health Village Lane to support our local long-term care facilities. We may be asked to support staff and essential caregivers at Bonnechere Manor and Groves Park Lodge. Limited supplies have been

received and education material is coming in. Some information has been received on scheduling apps.

- In a recent survey, 80 staff members have offered their services to work in the clinic. We have also reached out to retired nursing staff. As we move forward to mass immunizations RVH will have a pivotal role as the vaccine is being rolled out to the community. Dr. Varrin is doing a walk through at the clinic Friday to make sure we are ready once we get approval to go ahead.
- RVH is in the process of surveying staff to see who is willing to be vaccinated. Should there be any leftover vaccine from the groups it will be offered to our Emergency team first.
- The new variant, although more contagious, if you continue to social distance and mask, it is more controllable.
- We have great support from our physicians and have prepared a “Question and Answer” document, an article and a link to a video on youtube to learn about the vaccine.
- Bed Management – a provincial bed management structure has been established due to the positive Covid cases in the Greater Toronto Area (GTA). From there a Champlain Regional Committee and then a Western Structure Committee were struck. Chris Ferguson sits on the Western Committee so we have access to the information if GTA needs to transfers patients outside Toronto. There was a plan to transfer to Ottawa but it did not happen. RVH would not receive Covid or critical patients but we could get transfer repatriations from Ottawa. Right now, we are in a holding pattern as patient consent is required and this has been a roadblock alleviating transfers from Toronto. Dr. Varrin stated that ICU numbers have improved since the lockdown and we are plateauing the number of Covid cases, so we are not anticipating a significant transfer of patients.

## **5. REPORT OF MEDICAL STAFF**

Dr. Radke presented the report of the Medical Staff.

Applications for re-appointment were reviewed for the year 2021 and recommended for approval.

An ad has been placed for a full-time Nephrologist as Dr. Nicole Delbrouck is retiring.

*It was moved by Sandi Heins,  
And seconded by Rob Tripp,*

*That the report of the Medical Staff be adopted. – Carried.*

## **6. REPORTS OF COMMITTEES**

### **A. FINANCE AND PROPERTY COMMITTEE**

Phil Marcella presented the minutes of the Finance and Property committee held on December 7, 2020.

#### **a) RBC PRESENTATION**

Andras Birkus and Janice Domaratzki, Investment Advisors, RBC Dominion Securities

presented the RVH and Foundation portfolio account values, asset allocations, returns, economic outlook, fixed income yields, interest rate environment, our risk management and what is ahead. Overall, the RVH and Foundation returns were reasonable considering the low risk portfolios that are maintained and when compared to benchmarks. RBC committed to providing benchmark information as per the investment policy statement.

b) **CORRESPONDENCE**

- The Champlain LHIN advised that RVH was approved to receive new one-time funding of \$591,900 for 2020-2021 for Covid-19 incremental expenses for the period May to July 2020. Funds have been received.
- The Champlain LHIN advised that RVH was approved to receive new base funding of \$95,635 beginning fiscal year 2020/2021 for Addiction Treatment Services, Substance Use Day Treatment.

c) **INVESTMENT POLICY**

The Committee reviewed Investment Policy No. 14 and it is recommended that no changes be made.

d) **WORK PLAN 2021**

The 2021 Work Plan schedule was accepted by the Committee.

KEY ACTIVITIES	FREQUENCY/TIME	EXPECTED OUTCOME
<b><i>EACH MEETING/QUARTERLY:</i></b>		
Review of Operating Results	Each Meeting	Discussion
Review of Investment Results	Quarterly	Discussion
Corporate Goals and monitored by Committee	Each Meeting	Information/Discussion
Capital commitments and spending	Each Meeting	Information
Information Updates	Each Meeting	Information
<b><i>ANNUALLY:</i></b>		
Topics as brought forward – meeting to be cancelled if not required	February 22, 2021	Discussion
Corporation Operating budget	April 26, 2021	Recommendation to Board
Capital Budget	April 26, 2021	Recommendation to Board
Review 5 Year Capital Forecast	June 14, 2021	Information
Review Corporate Cash Flow Requirements	June 14, 2021	Recommendation to Board
Review Year End Audit Results	June 14, 2021	Recommendation to Board
Review Insurance Experience	October 25, 2021	Information
Review of Investment Policy Statement	December 13 2021	Recommendation to Board
Review Committee Work Plan 2022	December 13, 2021	Decision
<b><i>OTHER:</i></b>		
Capital Project Approvals	To be determined	Approval
Auditor Recommendation Update	Quarterly	Information

e) **OPERATING RESULTS TO SEPTEMBER 30, 2020**

Overall RVH posted a surplus of \$729,808 (3.2% of total revenues for the six months ending September 30, 2020). The result is higher than budget expectations.

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## Revenues

- When adjusted for COVID funding impact, overall revenues for the period were \$46,547 higher than budget (0.2 %).
- LHIN base revenue was on budget.
- Ministry of Health one-time funding is lower than budget as Emergency Department funding was less as a result of lower Emergency Department volumes.
- Cancer Care Ontario funding was higher than budget as a result of increased volumes of oncology patients and reimbursement of higher costs drugs.
- Paymaster funding is lower than budget due to timing of drug recoveries for dialysis patients.
- Inpatient funding is lower than budget as we adjusted balances for billing in September.
- Outpatient revenues are lower than budget due to lower volumes in medical imaging related to Covid shutdowns.
- Semi private and co-payment revenues were lower than budget as we had fewer patients than budgeted during the period.
- Sleep product sales are running 11% lower than budgeted as sales have rebounded after initial shutdown, but some revenue was adjusted in September.
- Other revenues are lower than budget due to impact of Covid on revenues.
- Grant amortization is higher than budget as EPIC capital grants are being amortized.

## Expenses

- When adjusted for Covid eligible expenses, overall expenses for the period were \$522,890 under budget (2.0 %)
- Salary and wages were lower than budget as some costs were moved to Covid, and union salary increases were lower than budget (ONA) and some increases start at end of September (CUPE).
- Benefits were in line with salary variances.
- Medical Staff fees were slightly lower than budget due to Covid.
- Emergency Department volumes were lower resulting in less shadow billing fees.
- Medical imaging professional fees were down as medical imaging volumes were significantly down during Covid.
- Hospitalist costs are on budget.
- Medical and surgical supply costs were under budget (13.0%) as patient activity was down significantly in Q1 due to Covid.
- Some supply costs are being charged to Covid.
- Drugs and medicines are under budget (16.0 %).
- Reduced activity due to Covid was offset somewhat by higher volumes in oncology.
- Other supply costs are on budget.

## Other Votes

- This is made up of separately funded programs for palliative care, addiction treatment services and assisted living program. The programs were on under budget for the period.

## Overall Forecast

- Overall Forecast RVH is expected to meet budget expectations for the 2020/2021 year.

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**Other**

- It was noted that there is no mechanism in place yet for submissions of HAPS and CAPS.
- Covid expenses will be submitted to the Ministry until March 31 2021. This includes expenses for non-clinical physician compensation in response to the COVID-19 outbreak.
- PSW's in Community Care (Assisted Living) will be getting \$3.00 wage enhancement and the RVH PSW's will be receiving \$2.00 wage enhancement but no details on funding received yet.

**f) INVESTMENTS**

The total market value of investments at November 30, 2020 was \$10,625,000.

**g) CAPITAL PROJECTS UPDATE**

- **Second and Third Floor renovations** - No change from the previous meeting.
- **ER Refurbishment** - \$200,000 was approved in 2017/2018 to refurbish the ER area. This project was deferred pending requirements for Project Fusion (EPIC). Planning for the refurbishment is underway with a plan to move forward in 2021
- **Approved Capital Expenditures 2020/2021**
  - Total Approved Capital Equipment Budget 2020/21: \$1,823,743
  - Total Approved Capital Equipment Expenditures to October 30, 2020: \$442,560
- **Hospital Infrastructure Renewal Fund - HIRF**
  - RVH received approval for \$410,000 in Exceptional Circumstances Funding from MOHLTC. This funding will be put toward the Generator/Cafeteria 2020/2021 project.
- **Generator Replacement** - As part of HIRF for 2018/19, RVH purchased a generator (\$550,000). The generator is being installed at the north end of the hospital. Construction includes the installation of the generator and replacement of the concrete deck beside the cafeteria and enlargement of the cafeteria area. At the February 24, 2020 meeting, the Board approved \$2.5 Million with M. Sullivan and Son as the construction manager. Construction began in September 2020. The project is on budget and expected to be completed by March 31, 2021
- **Elevator Refurbishment:** As part of the HIRF from 2019/2020, we are able to refurbish three elevator. The freight elevator has been completed and back in service. Work on the second elevator by Emergency is well underway and the all will be refurbished by March 31, 2021.
- **Upcoming Capital Item** – Pharmacy: New standards for pharmacies that mix drugs have been developed by the national body governing pharmacies. We have been working with regional partners to understand the impact of these new standards on our pharmacy. Based on a preliminary review, we expect that modifications to our pharmacy will be required. A capital business case will be brought forward for approval for the 2021/2022 fiscal year.

Tim Sonnenburg advised that the LHIN has not provided an update on the HSAA process, other than that they expect the current HSAA will be extended to cover 2021/2022.

*It was moved by Robert Pelletier,  
And seconded by Tom Faloon,*

*That the minutes of the Finance and Property Committee be adopted – Carried.*

## **B. ETHICS COMMITTEE**

Tom Faloon presented the Ethics Committee minutes of December 2, 2020.

### a) **MORAL DISTRESS CASE STUDY**

Natalie Walters presented a case study on a RVH patient. The Ethicist spoke to some of the factors contributing to moral distress for the staff. The session that was presented to staff in October 2020 was well received and it was suggested that another session be planned for early 2021.

### b) **ETHICS APPROVAL FOR STUDIES**

#### i. **SBAR: Paramedic Feedback and Hospital Outcome Collaboration**

This was brought forward for information only and it needs to be reviewed further. The Paramedics asked for RVH's assistance in getting more structured feedback on the services they provide (i.e. performance and the patients outcome). There are barriers with regards to privacy issues and regulations. It will be checked to see if other hospitals are participating. This will be brought back to the committee when more information is received.

#### ii. **TOHAMO COVID-19 project: *Using natural language processing to determine prevalence of pre or asymptomatic COVID-19 in patients undergoing chest CT for non-COVID indications within Eastern Ontario – a collaborative multicenter observational study.***

Thousands of chest CT scans are performed every week in Eastern Ontario. Natural language processing can rapidly identify all CT reports with imaging features that may be associated with unexpected COVID-19 infection. Identifying the prevalence of these features could offer an essentially free and real-time technique for monitoring the prevalence of pre- and asymptomatic COVID cases as they evolve in response to changes in policy, screening, and treatment. This is robust study as it comes to us from TOH and involves a number of other hospitals in our area. The data in this study is anonymous. Chris Ferguson will check with other hospitals to ensure that their Research Ethics Boards have approved.

*The committee recommended to endorse this study at RVH once follow-up with others hospitals are completed.*

The Ethicist did a presentation on how to review studies for committees in smaller hospitals that do not have a Research Ethics Board.

### c) **OTHER BUSINESS**

The Ethicist gave an update on the Regional Ethics Rounds that are being offered and these will be offered for viewing. There is also an Ethics Symposium in April 2021.

*It was moved by Meena Ballantyne,  
And seconded by Robert Pelletier,*

*That the minutes of the Ethics Committee be adopted – Carried.*

**7. ADJOURNMENT**

*It was moved by Tom Faloon,  
And seconded by Cathy O'Neil,*

*That the meeting adjourn. – Carried.*

*Time of Adjournment: 18:20 hours*