

**BOARD OF DIRECTORS MEETING
OPEN SESSION**

Thursday, October 26, 2023
5:30 pm – La Verendrye General Hospital / Webex

A G E N D A

Item	Description	Page
1.	Call to Order – 5:30 pm – Indigenous Acknowledgment & Reading of the Mission Statement 1.1 Quorum 1.2 Conflict of Interest and Duty	
2.	Consent Agenda 2.1 Board Minutes – September 28, 2023 * Pg 4 2.2 Board Chair & Senior Leadership General Report – J. Ogden, H. Gauthier, J. Loveday, C. Larson, Dr. L. Keffer * Pg 7 2.3 Governance Committee Report – D. Clifford 2.4 Audit & Resources Committee Report – B. Norton * Pg 9 2.5 Quality Safety Risk Committee Report – M. Kitzul 2.6 Auxiliary Reports * Pg 12	
3.	Motion to Approve the Agenda	
4.	Patient / Resident Safety Moment	
5.	Business Arising - None	
6.	New Business - None	
7.	Opportunity for Public Participation	
8.	Move to In-Camera	
9.	Other Motions/Business	
10.	Date and Location of Next Meeting: November 30, 2023	
11.	Termination	

* denotes attached in board package / **denotes circulated under separate cover / *** denotes previously distributed



**BOARD OF DIRECTORS MEETING
ANTICIPATED MOTIONS – OPEN SESSION**

Thursday, October 26, 2023

3.	Motion to Approve the Agenda	THAT the RHC Board of Directors approve the Agenda as circulated/amended
8.	Move to In-Camera	THAT the RHC Board of Directors move to in camera session at (time)
9.	Other Motions/Business	
11.	Termination	THAT the RHC Board of Directors meeting be terminated at (time)

Indigenous Acknowledgment:

Riverside acknowledges that the place we are meeting today is on the traditional lands of the Anishinaabeg people, within the lands of Treaty 3 Territory, as well as the home to many Métis.



VISION
Caring, Together

MISSION
Improving The Health of Our Communities

VALUES
Progressive • Integrity • Caring • Accountable

STRATEGIC PILLARS

ONE RIVERSIDE
Supporting a consistent and enabling organizational culture

INVESTING IN THE PEOPLE WHO SERVE
Creating a plan to strategically leverage human resources

TOMORROW'S RIVERSIDE TODAY
Making investments today, to support Riverside tomorrow

STRIVING TO EXCEL IN EQUITY, DIVERSITY & INCLUSION
We will support EDI in all we do

 **Riverside
Health Care**

there. He always said he would not be able to move out of his family home and never wanted to end up in LTC. However, after landing in the hospital and discussion with his family, it was decided it was too hard for Smoke to live at home any longer and no one wanted him to be alone at home; Smokey included and therefore he agreed to live at Rainycrest. He terms it as his “home away from home”. Smoke calls everyone who lives there his friend, even his walker is his “chum”. Smokey shared it wasn’t easy leaving his property and house of 91 years, where he lived with his late wife and his children. Even though he lives at Rainycrest, he notes he is still the same old Smoke. He shares, “I am 92 years old, and I will do it my way. I will live outside and tell them how it is”. Smokey notes that he did not think he would call Rainycrest home, but he does now. He has made many friends and even found a companion to talk to.

This goes to show that even though the decision to move to LTC can be difficult for some, there are good things and good people living and working in Rainycrest that make it a home. Smokey is a very socially active Resident since moving it. He loves storytelling and reminiscing on past experiences and memories. He enjoys partaking in many of the programs and events and has met old friends and even formed new relationships.

Discussion took place around sharing this story as an ad in the newspaper. Julie noted Callie will follow up with Smokey to see if he consents to sharing this in the newspaper.

Diane and Julie thanked Callie for attending and sharing this story. Callie excused herself from the meeting.

5. BUSINESS ARISING:

There was no business arising.

6. NEW BUSINESS:

6.1 Board Member Consolidated Confidentiality, Accountability & Roles & Responsibility Statement

Diane referenced the circulated document noting this is signed off annually by all Board members. She reminded all to sign off and submit to Brooke.

7. OPPORTUNITY FOR PUBLIC PARTICIPATION

There was no public participation.

8. MOVE TO IN-CAMERA:

It was, MOVED BY: B. Calder THAT the Board go in-camera at 5:44 pm.	SECONDED BY: B. Norton CARRIED.
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9. OTHER MOTIONS/BUSINESS:

There was no other motions/business.

10. DATE AND LOCATION OF NEXT MEETING:

October 26, 2023

11. TERMINATION:

It was,
MOVED BY: K. Lampi
THAT the meeting be terminated at 8:30 pm. CARRIED.

Chair

Secretary/Treasurer



Board Chair, Chief of Staff & Senior Leadership Report – October 2023 Open Session

Strategic Pillars & Directions

Investing in Those Who Serve - Strategically Leveraging our Human Resources

- **Security**
Riverside Health Care (RHC) is recruiting a full-time security manager to oversee and develop an in-house security guard program and lead RHC's broader integrated security measures (ie. cameras, fobbing, lockdown zones, protocols, police services).

One Riverside - Promoting a Consistent and Empowering Culture

- **Accreditation**
All staff are prepping for accreditation. Mock tracers, evidence spreadsheets, Required Organizational Practice (ROP) evidence submitted, and ensuring policies and procedures are up to date.
- **Safe Room in Rainy River**
RHC has resubmitted a request for funding to the capital branch in order to build a safe room to support the ER in Rainy River.
- **ALC Flexible Funding**
RHC is preparing a proposal for submission to OHN that adds a resource to assist patients in accessing community services post discharge, provide support to community members that are unable to identify or access services, and enhance the education provided to front line staff to support ALC patients. It is imperative that the ALC challenges be viewed at a system level and that there is connectedness in managing/supporting patients throughout their journey.

While this funding is one time in nature it has been communicated that there is an opportunity this could become permanent.

Tomorrow's Riverside Today - Investing Today to Support Tomorrow

- **Orthopaedic Surgery**
RHC continues to support district and regional hip and knee surgeries but is now providing these services to patients from Manitoba. This orthopaedic activity enables RHC to build a more robust surgical services program through growing both our work force and enabling the purchase of critical equipment through the additional funding provided by the Ontario Government. It is expected that spinal surgery will be introduced at RHC in the future as well. Along with urology and gynecology, expansion of our orthopaedic surgical program enhances RHC's ability to bring Care Closer to Home.
- **Rainy River NP**
RHC has once again communicated a request to OHN for approval of an NP in the ER at Rainy River. However, given the challenges we have had in recruiting staff to fill any of six NP positions across RHC it is highly unlikely this will be supported at this time. We are recruiting for 2 NPs for the ER at LVGH, 2 NPs for Rainycrest, 1 NP for Eldcap in Emo, and 1 NP for Eldcap in RR. Despite the number of new NP positions announced over the past year this professional class remains in a health human resource crisis state as do many other critical roles in health care ranging from physicians and nurses to diagnostic and lab technicians to back office and dietary staff.
- **SMART Goals**
All departments have completed SMART goals for their departments.
- **Laboratory**
Quality improvement processes continue. One of Riverside's Medical Laboratory Assistants, after applying, has been successfully chosen to attend Michener Institute to do her Micro-credentialing in Chemistry. This expanded scope of practice will benefit the organization. After continued issues with Life Labs and receiving results, Riverside lab has now assumed responsibility for weekly blood draws at Rainycrest every Wednesday, samples coming to the lab for testing or shipping depending on the requirement. This provides the residents with improved care and treatment in a timely fashion. This has been going well.
- **Sinclair Street Construction**
Redevelopment of Sinclair Street behind LaVerendrye General hospital was completed on October 16, 2023. We are appreciative the Town of Fort Frances invested in upgrading this road and the infrastructure underneath as it directly supports LVGH in Fort Frances.
- **Accreditation**
Accreditation will take place October 23-26, 2023. Congratulations to the RHC Team for their efforts in preparing and now is the time to present the successes we achieved; recognizing that credible improvements will be presented throughout this process to support us in providing the very best care.

Striving To Excel in Equity, Diversity & Inclusion (EDI)

- **Gizhewaadiziwin Health Access Centre (GHAC)**
RHC's Senior Team and Management representatives attended the GHAC 25th Anniversary Ceremony on October 12, 2023. We were very appreciative of the opportunity to attend this very important event and to support GHAC and our Indigenous communities.

Thank you to the Riverside Team for their submissions, they are invaluable in the preparation of this report.

Respectfully Submitted,

Joanne Ogden, Board Chair

Dr. Lucas Keffer, Chief of Staff

Julie Loveday, Executive Vice President, Clinical Services & CNE

Carla Larson, Chief Financial Officer

Henry Gauthier, President & CEO



Audit & Resources Committee Report – October 2023

2.4.1 Financial Report – September 2023 *



Operating Revenue & Expense Summary April 1, 2023 to September 30, 2023

		2022-2023 DRAFT Budget	YTD DRAFT Budget	YTD Actual	YTD Actual Dollars Over(Under) YTD Budget	YTD Actual Percent Over(Under) YTD Budget
Fund Type 1 - LHIN Funded - Hospital Services						
REVENUE						
LHIN - Base Funding	A-1	\$28,680,124	\$14,340,062	\$14,646,381	\$306,319	2.14%
QBP Funding	A-2	\$1,078,300	\$539,150	\$779,410	\$240,260	44.56%
Other Funding (19*) - Hospice, Oncology Drug Reimbursement, Stroke Strategy	A-3	\$2,291,500	\$1,145,750	\$1,683,743	\$537,993	46.96%
LHIN - One Time Funding	A-4	\$90,578	\$45,289	\$2,914,856	\$2,869,567	6336.12%
MOHLTC - One Time Funding	A-5	\$196,275	\$98,138	\$98,143	\$6	0.01%
Other Revenue MOHLTC - HOCC	A-6	\$624,774	\$312,387	\$447,854	\$135,467	43.37%
Paymaster	A-7	\$0	\$0	\$0	\$0	0%
Cancer Care Ontario	A-8	\$21,788	\$10,894	\$1,532	-\$9,362	-85.94%
Recoveries & Miscellaneous	A-9	\$1,855,059	\$927,530	\$998,926	\$71,397	7.70%
Amortization of Grants/Donations Equipment	A-10	\$387,373	\$193,687	\$242,561	\$48,875	25.23%
OHIP Revenue & Patient Revenue from Other Payors	A-11	\$1,857,506	\$928,753	\$1,033,054	\$104,301	11.23%
Differential & Copayment	A-12	\$838,001	\$419,001	\$402,829	-\$16,171	-3.86%
TOTAL REVENUE	A-13	\$37,921,278	\$18,960,639	\$23,249,289	\$4,288,650	22.62%
Compensation - Salaries & Wages	A-14	\$21,558,255	\$10,808,659	\$12,506,823	\$1,698,164	15.71%
Benefit Contributions	A-15	\$5,284,232	\$2,649,355	\$3,023,872	\$374,517	14.14%
Future Benefits	A-16	\$163,600	\$81,800	\$7,300	(\$74,500)	-91.08%
Medical Staff Remuneration	A-17	\$1,810,900	\$905,450	\$1,433,348	\$527,898	58.30%
Nurse Practitioner Remuneration	A-18	\$138,448	\$69,224	\$283,974	\$214,750	310.22%
Supplies & Other Expenses	A-19	\$6,622,281	\$3,311,141	\$3,337,270	\$26,130	0.79%
Amortization of Software Licenses & Fees	A-20	\$27,831	\$13,916	\$8,915	(\$5,001)	-35.94%
Medical/Surgical Supplies	A-21	\$1,187,613	\$593,807	\$721,041	\$127,235	21.43%
Drugs & Medical Gases	A-22	\$2,562,419	\$1,281,210	\$1,280,082	(\$1,128)	-0.09%
Amortization of Equipment	A-23	\$813,165	\$406,583	\$469,287	\$62,705	15.42%
Rental/Lease of Equipment	A-24	\$158,458	\$79,229	\$92,780	\$13,551	17.10%
Bad Debts	A-25	\$82,000	\$41,000	\$50,000	\$9,000	21.95%
TOTAL EXPENSE	A-26	\$40,409,202	\$20,241,372	\$23,214,692	\$2,973,320	14.69%
SURPLUS/(DEFICIT)	A-27	(\$2,487,924)	-\$1,243,962	\$34,597	\$1,278,559	-102.78%



Operating Revenue & Expense Summary April 1, 2023 to September 30, 2023

		2022-2023 DRAFT Budget	YTD DRAFT Budget	YTD Actual	YTD Actual Dollars Over(Under) YTD Budget	YTD Actual Percent Over(Under) YTD Budget
Fund Type 2 - LHIN Funded - Counselling & Non Profit Housing Programs Mental Health - Case Management - Housing - Addictions - Problem Gambling						
TOTAL REVENUE	B-1	\$2,273,720	\$1,136,860	\$1,130,118	(\$6,742)	-0.59%
TOTAL EXPENSE	B-2	\$2,273,720	\$1,136,860	\$1,152,671	\$15,811	1.39%
SURPLUS/(DEFICIT) - DUE To LHIN	B-3	\$0	\$0	(\$22,553)	(\$22,553)	0.00%
Fund Type 3 - Other Ministry/Agency Funded - Non Hospital Services Partner Assault Response - Family Violence						
TOTAL REVENUE	C-1	\$203,436	\$101,718	\$76,832	(\$24,886)	-24.47%
TOTAL EXPENSE	C-2	\$203,436	\$101,718	\$76,832	(\$24,886)	-24.47%
SURPLUS/(DEFICIT) - DUE To Other	C-3	\$0	\$0	\$0	\$0	0.00%
Fund Type 2 - LHIN Funded - RainyCrest Community Support Services (Home Support, Assisted Living, Adult Day, Meals on Wheels)						
TOTAL REVENUE	D-1	\$1,993,453	\$996,727	\$897,695	(\$99,031)	-9.94%
TOTAL EXPENSE	D-2	\$1,993,453	\$996,727	\$897,695	(\$99,031)	-9.94%
SURPLUS/(DEFICIT) - DUE To LHIN	D-3	\$0	\$0	\$0	\$0	0.00%
Fund Type 2 - LHIN Funded - RainyCrest Long Term Care						
TOTAL REVENUE	E-1	\$18,162,119	\$9,081,060	\$6,233,496	(\$2,847,563)	-31.36%
Compensation & Benefit Contributions	E-2	\$16,151,048	\$8,097,649	\$7,700,139	(\$397,510)	-4.91%
Supplies	E-3	\$1,462,549	\$731,275	\$608,404	(\$122,871)	-16.80%
Service Recipient Specific Supplies	E-4	\$0	\$0	\$0	\$0	0.00%
Sundry	E-5	\$1,595,281	\$797,641	\$697,026	(\$100,615)	-12.61%
Equipment	E-6	\$434,898	\$217,449	\$40,938	(\$176,511)	-81.17%
Contracted Out	E-7	\$113,883	\$56,942	\$41,010	(\$15,932)	-27.98%
Building & Grounds	E-8	\$509,334	\$254,667	\$186,265	(\$68,402)	-26.86%
TOTAL EXPENSE	E-9	\$20,266,993	\$10,155,621	\$9,273,782	(\$881,839)	-8.68%
SURPLUS/(DEFICIT) including unfunded liabilities	E-10	(\$2,104,874)	(\$1,074,562)	(\$3,040,285)	(\$1,965,724)	182.93%
Less: Unfunded Future Benefits	E-11	\$0	\$0	(\$32,100)	(\$32,100)	0%
Less: Unfunded Amortization Expense	E-12	\$0	\$0	\$0	\$0	0%
SURPLUS/(DEFICIT) excluding unfunded liabilities	E-13	(\$2,104,874)	(\$1,074,562)	(\$3,072,385)	(\$1,997,824)	185.92%
Operating Surplus(Deficit) - Corporate - Hospital and Other Funds		(\$4,592,798)	(\$2,318,524)	(\$3,060,341)		
Operating Surplus(Deficit) - Hospitals & Long Term Care ONLY		(\$4,592,798)	(\$2,318,524)	(\$3,037,788)		
Total Operating Margin - Hospitals & Long Term Care ONLY		-8.19%	-8.27%	-10.30%		



Auxiliary Report – October 2023

Emo

No Report.

La Verendrye General Hospital

See attached.

Rainycrest

No Report.

Rainy River

The Rainy River Hospital Auxiliary met on October 4, 2023, and discussed the following items:

- We decided to change our meeting time to 2:00 p.m. on the first Wednesday of each month.
- We now have a treasurer, so all positions except the vice-president position have been filled. Nancy Schaak is the President; Debbie Bowman is the treasurer and Georgina Jarvis is the secretary. Our members have volunteered for the following committees- Foundation Report, Membership, Sick and Visiting, Tuck Shop, Social Committee and the HELPP Report. The installation of officers will take place at the November meeting.
- Our annual Christmas Bazaar will be held on December 2, 2023, with the addition of a fashion show to showcase the items for sale in the Tuck Shop. There will be a penny table and major draw prizes available as well.
- Nevada tickets and some tuck shop items were sold at the Rainy River Walleye Tournament. Allison Cox attended the event on Friday to raise awareness and accept donations for the Ultrasound campaign.
- The Auxiliary purchased a new laptop and now has an email address theauxiliary@outlook.com
- Members signed up to have vulnerable sector checks done in order to assist with the long-term care activities at the hospital.
- Our Auxiliary will donate \$50.00 toward the Fall Gala to be used for the purchase of an item for the penny table.
- Two members were nominated to be recognized at the Rainy River Active Living Fair (Buddies and Partners) to be held in January.

**LaVerendrye General Hospital Auxiliary
Executive Minutes
October 3rd 2023**

1. **Call to Order:** The meeting was called to order at 1:35 p.m
Attendance: Marnie Cumming, Linda Booth, Irene Laing, Donna Penney, Maureen Ross, Jan Beazley, Susan Sieders and Janice Mundle.
Regrets: Diane Glowasky, Linda Plumridge, Karen Silander, Margie Gibson and Linda Beadow.
2. **Auxiliary Pledge:** was recited by all.
3. **Declaration of Conflict of Interest:** None
4. **Approval of Agenda:** Approved with an addition of monthly meeting dates, quarterlies for future reference.
5. **Minutes of September 5th 2023:** Were accepted as circulated.
6. **Treasurer's Report:** The treasurer's report was accepted as circulated.
7. **Correspondence:** None.
8. **Directors' Reports:**

- a) Foundation Representative (Acting- Marnie)
For the LVGH Foundation Gala, 200 tickets for Saturday October 21st have been sold out mainly by sponsorships. This has caused a little concern for actual attendance as there were few tickets left for the general public. Possible solutions include a bigger venue.

The LVGH monthly 50/50 ticket revenues have been down. The Foundation is planning to amalgamate with several other Ontario hospitals whose revenues are also fairly low to form a shared 50/50 monthly draw with a proposed guaranteed 1st prize of \$15000 and a 2nd and 3rd cash prize. This is going to be tried for October/November and decisions will then be made regarding future plans.

- b) Gift Shop: Jan & Sue.
The Gift Shop continues to do very well recently averaging \$2000 per month from shop sales and vending machines. There is a potential of 5 to 6 more new shop workers available for a total of 23 workers. On a side note, it turns out shop volunteers do not need a Vulnerable Persons Police check.

Shelving was bought from Pharmasave to properly display gift shop items. Donna Kowalsky, Marty Emond and Allison Cox have joined the pop-up shops until Christmas with their crafts and wares. Crafters and their work are appreciated by the public.

Regarding the new Pepsi machine and its location, there have been a few hiccups in getting it installed but the electrical work for it has been finished.

- c) Communications: Vacant.
Auxiliary information is posted on the Facebook website. Newsletter by Kathryn Perroiz.
- d) Membership: Marnie.
There are 183 active members with 105 paid up to date. 20 new members have joined the Auxiliary. 33 people gave donations totalling \$1467. Special mention of a \$500 donation by John and Helen Pohanka.

Phoning, Courtesies: Donna.

Sympathy card sent to Brent Sokoliuk and family in memory of his sister Lorraine Brown.
Card will be sent to Marjorie Boileau's family.

- e) Social Activities: Diane
A *Coffee & Conversation* event was held at no cost at the Senior Centre with 49 in attendance. A light dessert of large cinnamon buns topped with icing accompanied the coffee and tea. The cost of the buns was \$100 to the LVGH dietary. The facility plus coffee and tea were provided at no cost as we are a not-for-profit group and surplus desserts were donated to the Centre.

Comments were all positive. They liked the casual atmosphere and socialization. Assorted speakers were suggested. At this time, membership forms and dues could be handed in. There was \$49.00 in donations. Considering a similar "coffee and conversation" format for the Christmas-themed quarterly member meeting on Monday December 11th. It was suggested to make personal calls to every member with an invitation to attend the Christmas event.

- f) Special Events: Vacant.
- g) Directors-at-Large: Margie, Karen, Linda, Janice. No Report.

Patient Services: Judy No change.

9. Unfinished Business:

- a) *STITCHES*: The Auxiliary in partnership with Cabin Country Quilt Guild and Betty's store, has everything arranged and set to go for the October 13th & 14th fundraising event at the Zion Lutheran Church. Promotions for the event include posters, Betty's window, newsletters, local newspaper, and CFOB radio. Approximately 80 quilts or more will be on display. There will also be a door prize, Auxiliary Gift Shop 'Pop-up', Penny table, Bake table, Raffle, sewing machine demo and refreshments of assorted muffins, fresh fruit, tea and coffee. Volunteers have been contacted to help in various areas of the event.
- b) Valentine's Day 50/50 Raffle: Instead of a Christmas fundraiser, it was decided to have a 50/50 cash raffle with the draw to be held on Valentines Day in February 2024. 3000 tickets will be made, selling at \$5. per ticket with a potential total of \$15000. Total cash prize would be a \$7500.00 if all tickets were sold. Tickets will be available by December, ready for distribution. Diane Maxey has volunteered to Coordinate the ticket sales.

10. New Business:

- a) Women's Wellness Workshop: Looking for at least 2 members to help Coordinate the fundraiser to be held in early 2024. It is hoped a planning committee can meet by the end of October to discuss viability and beginning work on the event.

11. Meeting adjourned at 2:50 p.m.

Next meeting: November 7th 2023 at 1:30 p.m

Executive - Tuesday, December 5

* Quarterly - Monday, December 11

Executive - Tuesday, February 6

Executive - Tuesday, March 5

* Quarterly - Monday, March 11

Executive - Tuesday, April 2

Executive - Tuesday, May 7

Executive - Tuesday, June 4

* AGM - Monday, June 10

Strawberry Social – tentative – Thursday, June 13