

**BOARD OF DIRECTORS MEETING  
OPEN SESSION**

Thursday, February 23, 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 – January 26, 2023 * Pg 4 2.2 Board Chair & Senior Leadership General Report – J. Ogden, H. Gauthier, J. Loveday, C. Larson, J. Forbes, Dr. L. Keffer * Pg 6 2.3 Governance Committee Report – J. Begg 2.4 Audit & Resources Committee Report – B. Norton * Pg 8 2.5 Quality Safety Risk Committee Report – D. Clifford 2.6 Auxiliary Reports * Pg 11	
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: March 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, February 23, 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**

**RIVERSIDE HEALTH CARE FACILITIES INC.  
MINUTES  
OPEN SESSION**

**Date of Meeting:** January 26, 2023

**Time of Meeting:** 5:30 pm

**Location of Meeting:** Webex / LVGH Board Room

<b>PRESENT:</b>	H. Gauthier K. Lampi* Dr. V. Patel	B. Norton* Dr. L. Keffer D. Clifford*	J. Begg M. Kitzul C. Steiner*	J. Ogden B. Calder* *via Webex
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**STAFF:** J. Loveday, B.Booth, J. Forbes, C. Larson

**REGRETS:** S. Weir

**GUEST:** C. Greengrass

**1. CALL TO ORDER:**

J. Ogden called the meeting to order at 5:30 pm. B.Booth recorded the minutes of this meeting. J. Begg read the Indigenous Acknowledgment and M. Kitzul read the Mission Statement. Joanne welcomed everyone and reminded all of the virtual meeting etiquette.

**1.1 Quorum**

Joanne shared there was 1 regret. Quorum was present.

**1.2 Conflict of Interest**

No conflict of interest or duty was declared.

**2. CONSENT AGENDA**

The Chair asked if there were any items to be removed from the consent agenda to be discussed individually. There were no items removed.

**3. MOTION TO APPROVE THE AGENDA:**

Item 4.0 Patient/Resident Safety Moment will be moved to the In Camera session due to confidentiality.

It was,

MOVED BY: J. Begg

SECONDED BY: M. Kitzul

THAT the Board approves the Agenda as amended.

CARRIED.

**4. Patient / Resident Safety Moment**

Moved to the In Camera session.

**5. BUSINESS ARISING:**

There was no business arising.

**6. NEW BUSINESS:**

There was no new business.





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

### Strategic Pillars & Directions

#### Investing in Those Who Serve - Strategically Leveraging our Human Resources

- **Lunch with Leadership**  
Lunch with Leadership occurred February 15, 2023, in Rainy River. This group had nursing, dietary, and maintenance staff in attendance. We appreciate the open and transparent engagement and are scheduling a follow up discussion with the team at a later date.
- **Recruitment**
  - Students from Seven Generations and Confederation College continue to attend facilities and receive training. Many of these students join our organization upon completion of their programs. A meeting is planned in the coming weeks to support staff upskilling.
  - Continue to work with Fort Frances High School for Co-op program.
  - Signed agreements with multiple education institutions across Ontario to bring students in to learn at our facilities.
- **LMIA**
  - Offers made and accepted for 22 Temporary Foreign Workers on our 50 worker LMIA for PSWs at Rainycrest. We anticipate the workers to arrive in late spring to early summer as there is a waiting period for clearance from both governments.
- **Occupational Health and Safety / Staff Health:**
  - Occupational Health and Safety dealing with multiple severe workplace violence events requiring police involvement. Work is being completed into enhanced measures related to managing violence in the workplace.

#### One Riverside - Promoting a Consistent and Empowering Culture

- **Rainycrest HR Staff**  
HR staff is to have regular presence at Rainycrest with dedicated office space. A schedule is in place, and all regular HR staff are attending on a rotational basis 2 days per week.
- **Organ Donation**  
Clinical leadership met with Ontario Health (Trillium Gift of Life Network) to investigate further potential for organ donation. Our population percentage of people that wish to organ donate is much higher than provincial percentage. Next steps will be to engage the physician group.

#### Tomorrow's Riverside Today - Investing Today to Support Tomorrow

- **Nurse Educator**  
The Nurse Educator is leading many education opportunities for staff. This is ranging from online in-depth College of Nursing education to quick huddles, such as "Safety Blitz".
- **COVID-19**  
LaVerendrye General Hospital First Floor Inpatient Unit is currently in COVID-19 Outbreak.
- **COVID-19 Assessment Centres**  
Expense-based funding model is in effect until end of the fiscal year. This funding may not continue after March 31, 2023. Our courier to Thunder Bay occurs 6 days per week through this funding.
- **Emergency Preparedness**  
KPMG (Toronto) is in the final stages of working with Riverside's Emergency Preparedness Team. Since the last report, they have provided us with a Risk Assessment which details the corporation's risks based on likelihood of occurrence, duration, and overall impact. They also completed an assessment of the current state of our emergency preparedness, response, and recovery plans, and a Business Impact Analysis on how impactful it would be from an operations standpoint if Riverside were unable to perform key functions or provide services. They continue to work with each department to create Business Recovery Procedures to reference in the event of an emergency.

The Emergency Preparedness Core Team has resumed meeting again on a biweekly basis. The group recently reviewed and updated the "Riverside Emergency Command & Control System" document. In the immediate future, they will be reviewing emergency policies and procedures to ensure they are up to date and align with best practices.

#### Striving to Excel in Equity, Diversity & Inclusion (EDI) - Supporting Employees Throughout the Organization

No update under this pillar this month.



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

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 and Information Officer

Jordan Forbes, Chief Human Resources Officer

Henry Gauthier, President & CEO



**Audit & Resources Committee Report – February 2023**

2.4.1 Financial Report – January 2023 \*



## Operating Revenue & Expense Summary April 1, 2022 to January, 2023

		2022-2023 DRAFT Budget	YTD DRAFT Budget	YTD Actual	YTD Actual Dollars Over(Under) YTD Budget	YTD Actual Percent Over(Under) YTD Budget
<b>Fund Type 1 - LHIN Funded - Hospital Services</b>						
<b>REVENUE</b>						
LHIN - Base Funding	A-1	\$27,866,124	\$23,221,770	\$23,043,049	(\$178,721)	-0.77%
QBP Funding	A-2	\$489,500	\$407,917	\$1,257,865	\$849,948	208.36%
Other Funding (19*) - Hospice, Oncology Drug Reimbursement, Stroke Strategy	A-3	\$1,398,500	\$1,165,417	\$2,144,233	\$978,816	83.99%
LHIN - One Time Funding	A-4	\$58,800	\$49,000	\$1,868,524	\$1,819,524	3713.31%
MOHLTC - One Time Funding	A-5	\$196,275	\$163,563	\$163,567	\$5	0.00%
Other Revenue MOHLTC - HOCC	A-6	\$624,774	\$520,645	\$557,297	\$36,652	7.04%
Paymaster	A-7	\$0	\$0	\$0	\$0	0%
Cancer Care Ontario	A-8	\$21,788	\$18,157	\$10,145	(\$8,012)	-44.13%
Recoveries & Miscellaneous	A-9	\$1,716,159	\$1,430,133	\$1,648,142	\$218,009	15.24%
Amortization of Grants/Donations Equipment	A-10	\$387,373	\$322,811	\$288,744	(\$34,067)	-10.55%
OHIP Revenue & Patient Revenue from Other Payors	A-11	\$1,725,506	\$1,437,922	\$1,502,476	\$64,554	4.49%
Differential & Copayment	A-12	\$970,001	\$808,334	\$622,489	(\$185,845)	-22.99%
<b>TOTAL REVENUE</b>	<b>A-13</b>	<b>\$35,454,800</b>	<b>\$29,545,667</b>	<b>\$33,106,530</b>	<b>\$3,560,864</b>	<b>12.05%</b>
Compensation - Salaries & Wages	A-14	\$19,234,068	\$16,124,999	\$18,775,437	\$2,650,437	16.44%
Benefit Contributions	A-15	\$5,173,732	\$4,337,430	\$4,360,489	\$23,059	0.53%
Future Benefits	A-16	\$199,100	\$165,917	\$136,500	(\$29,417)	-17.73%
Medical Staff Remuneration	A-17	\$1,810,900	\$1,509,083	\$2,071,252	\$562,169	37.25%
Nurse Practitioner Remuneration	A-18	\$138,448	\$115,373	\$121,499	\$6,126	5.31%
Supplies & Other Expenses	A-19	\$5,390,945	\$4,492,454	\$5,068,963	\$576,509	12.83%
Amortization of Software Licenses & Fees	A-20	\$27,831	\$23,193	\$14,859	(\$8,334)	-35.93%
Medical/Surgical Supplies	A-21	\$747,713	\$623,094	\$1,127,831	\$504,737	81.00%
Drugs & Medical Gases	A-22	\$1,622,419	\$1,352,016	\$2,254,653	\$902,637	66.76%
Amortization of Equipment	A-23	\$813,165	\$677,638	\$680,444	\$2,807	0.41%
Rental/Lease of Equipment	A-24	\$158,458	\$132,048	\$153,385	\$21,337	16.16%
Bad Debts	A-25	\$82,000	\$68,333	\$90,981	\$22,648	33.14%
<b>TOTAL EXPENSE</b>	<b>A-26</b>	<b>\$35,398,779</b>	<b>\$29,621,579</b>	<b>\$34,856,292</b>	<b>\$5,234,714</b>	<b>17.67%</b>
<b>SURPLUS/(DEFICIT)</b>	<b>A-27</b>	<b>\$56,021</b>	<b>\$46,684</b>	<b>(\$1,749,762)</b>	<b>(\$1,796,446)</b>	<b>-3848.08%</b>



## Operating Revenue & Expense Summary April 1, 2022 to January, 2023

		2022-2023 DRAFT Budget	YTD DRAFT Budget	YTD Actual	YTD Actual Dollars Over(Under) YTD Budget	YTD Actual Percent Over(Under) YTD Budget
<b>Fund Type 2 - LHIN Funded - Counselling &amp; Non Profit Housing Programs Mental Health - Case Management - Housing - Addictions - Problem Gambling</b>						
TOTAL REVENUE	B-1	\$1,523,053	\$1,269,211	\$1,681,304	\$412,093	32.47%
TOTAL EXPENSE	B-2	\$1,523,053	\$1,269,211	\$1,730,141	\$460,930	36.32%
SURPLUS/(DEFICIT) - DUE To LHIN	B-3	\$0	\$0	(\$48,837)	(\$48,837)	0.00%
<b>Fund Type 3 - Other Ministry/Agency Funded - Non Hospital Services Partner Assault Response - Family Violence</b>						
TOTAL REVENUE	C-1	\$203,436	\$169,530	\$171,342	\$1,812	1.07%
TOTAL EXPENSE	C-2	\$203,436	\$169,530	\$170,945	\$1,415	0.83%
SURPLUS/(DEFICIT) - DUE To Other	C-3	\$0	\$0	\$397	\$397	0.00%
<b>Fund Type 2 - LHIN Funded - RainyCrest Community Support Services (Home Support, Assisted Living, Adult Day, Meals on Wheels)</b>						
TOTAL REVENUE	D-1	\$1,612,382	\$1,343,652	\$1,824,789	\$481,137	35.81%
TOTAL EXPENSE	D-2	\$1,612,382	\$1,343,652	\$1,824,789	\$481,137	35.81%
SURPLUS/(DEFICIT) - DUE To LHIN	D-3	\$0	\$0	(\$0)	(\$0)	0.00%
<b>Fund Type 2 - LHIN Funded - RainyCrest Long Term Care</b>						
TOTAL REVENUE	E-1	\$14,252,075	\$11,876,729	\$14,172,907	\$2,296,177	19.33%
Compensation & Benefit Contributions	E-2	\$12,055,122	\$10,106,486	\$12,474,597	\$2,368,111	23.43%
Supplies	E-3	\$1,314,068	\$1,095,057	\$1,188,299	\$93,242	8.51%
Service Recipient Specific Supplies	E-4	\$0	\$0	\$0	\$0	0.00%
Sundry	E-5	\$1,135,117	\$945,931	\$1,273,718	\$327,787	34.65%
Equipment	E-6	\$252,989	\$210,824	\$407,394	\$196,570	93.24%
Contracted Out	E-7	\$113,883	\$94,903	\$67,698	(\$27,205)	-28.67%
Building & Grounds	E-8	\$29,013	\$24,178	\$275,681	\$251,503	1040.24%
<b>TOTAL EXPENSE</b>	<b>E-9</b>	<b>\$14,900,192</b>	<b>\$12,477,378</b>	<b>\$15,687,386</b>	<b>\$3,210,008</b>	<b>25.73%</b>
<b>SURPLUS/(DEFICIT) including unfunded liabilities</b>	<b>E-10</b>	<b>(\$648,117)</b>	<b>(\$600,648)</b>	<b>(\$1,514,479)</b>	<b>(\$913,831)</b>	<b>152.14%</b>
Less: Unfunded Future Benefits	E-11	\$0	\$0	\$119,250	\$119,250	0%
Less: Unfunded Amortization Expense	E-12	\$0	\$0	\$8,519	\$8,519	0%
<b>SURPLUS/(DEFICIT) excluding unfunded liabilities</b>	<b>E-13</b>	<b>(\$648,117)</b>	<b>(\$600,648)</b>	<b>(\$1,386,710)</b>	<b>(\$786,062)</b>	<b>130.87%</b>

Operating Surplus(Deficit) - Corporate - Hospital and Other Funds		(\$592,096)	(\$553,964)	(\$3,184,912)
Operating Surplus(Deficit) - Hospitals & Long Term Care ONLY		(\$592,096)	(\$553,964)	(\$3,136,472)
Total Operating Margin - Hospitals & Long Term Care ONLY		-1.19%	-1.34%	-6.63%



## Auxiliary Report – February 2023

### Emo

No Report.

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### La Verendrye General Hospital

No update at this time as there hasn't been a meeting since the last update.

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### Rainycrest

No Report.

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### Rainy River

The Rainy River Hospital Auxiliary met in January and spent a great deal of time reviewing and presenting amendments to the constitution. The first draft will be made available at the February meeting for discussion. The Auxiliary decided to expand the hours of operation for the Tuck Shop at the hospital. A committee of volunteers met at the Tuck Shop to reorganize merchandise and assign workers for operation of the Tuck Shop from Monday to Friday from 2:00 to 4:00 p.m. Advertising to the community was also completed to provide information about the shop and the available merchandise. The hospital kits have been assembled and are available for any patient that requires basic supplies. The mailbox has been delivered to the hospital and will be available for cards and letters for residents.