

BOARD OF DIRECTORS MEETING
OPEN SESSION
 Thursday, November 28, 2024
 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 – October 30, 2024 * Pg 4 2.2 Board Chair & Senior Leadership General Report – D. Clifford, H. Gauthier, D. Harris, C. Larson, J. Odgen, Dr. L. Keffer * Pg 6 2.3 Governance Committee Report – B. Norton 2.4 Audit & Resources Committee Report – B. Norton * Pg 8 2.5 Quality Safety Risk Committee Report – M. Kitzul * Pg 11 2.6 Auxiliary Reports * Pg 13	
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: January 30, 2025	
11.	Termination	

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



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

Thursday, November 28, 2024

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**

This story reflects the importance of the NP in the ER and highlights the knowledgeable and competent clinical assessment, early intervention, early consultation with Thunder Bay Hospital/Ophthalmology, appropriate management, consultative model of care, and avoiding hospital bed days.

D. Clifford thanked D. Harris for sharing this story.

5. BUSINESS ARISING:

There was no business arising.

6. NEW BUSINESS:

There was no new business.

7. OPPORTUNITY FOR PUBLIC PARTICIPATION

Shanda Degagne-Begin attended from the public. D. Clifford shared the public participation process. S. Degagne-Begin shared she attended this evening for learning purposes.

8. MOVE TO IN-CAMERA:

It was, MOVED BY: B. Norton THAT the Board go in-camera at 5:37 pm.	SECONDED BY: K. Lampi CARRIED.
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9. OTHER MOTIONS/BUSINESS:

There was no other motions/business.

10. DATE AND LOCATION OF NEXT MEETING:

November 28, 2024

11. TERMINATION:

It was, MOVED BY: E. Bodnar THAT the meeting be terminated at 8:06 pm.	CARRIED.
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Chair

Secretary/Treasurer



Board Chair, Chief of Staff & Senior Leadership Report – November 2024 Open Session

Strategic Pillars & Directions

Investing in Those Who Serve - Strategically Leveraging our Human Resources

- **Huddle Boards**
Huddle boards have arrived with a delayed start date of December 2, 2024, to allow time for training.
- **LUCAS**
LUCAS is a mechanical chest compression device. A demo has arrived in hospital with the plan to purchase one each for Rainy River and LVGH. Device use will free up provider hands during code blue resuscitation.

One Riverside - Promoting a Consistent and Empowering Culture

- **Exploring MAID (Medical Assistance in Dying) Lunch & Learn**
Dr. Trottier, Medical Director at Rainycrest held a lunch & learn with staff specific to Medical Assistance in Dying in LTC on November 18, 2024.
- **Quality**
 - Training for accreditation and program area assessment and accreditation kickoff with Managers.
 - Medication audit for Community Services underway as final area for audit (QIP).
 - Follow-up meetings with Managers regarding Quality Improvement (QI) plan to address feedback from the Work Life Pulse survey.
 - Follow-up meeting with administrators for improvement plans related to compliance.
 - Working with Practice on policy reviews to address gaps and 1 to 1 policy and procedures into a single document.
 - AEMS reports reviewed daily and high-risk incidents followed up with Manager/Supervisor/Director and specialized focus on multiple same client or multiple same incident reports.
 - Quality Of Care/Event Review process refined with CNE/Risk/Managers updated policy and procedure and development of quick reference checklist.
 - Meeting to be scheduled with OH and Center of Excellence in Mental Health & Addictions (MH&A) to move forward our proposal for MH&A beds in hospital (right care, right place, right time).

Tomorrow's Riverside Today - Investing Today to Support Tomorrow

- **Rainycrest Direct Hours Of Care**
Direct Hours of Care in Long Term Care were at 2.75 hours of nursing resident care and have been increased annually since the start of April 2021. The final stage is 4 hours of nursing resident care that is required to be in place by March 31, 2025. Rainycrest has been redeveloping rotations and engaging union leadership to implement the final hours of care increase.
- **Rainycrest Local Priorities (LPF) and Equipment Training Fund (EFT)**
Rainycrest has submitted request for funding based on the relative impact of improving patient flow and alleviating system pressures such as: improving care for residents with dementia, improving access to diagnostics and IV treatment, preventing ED and hospital visits, and accepting and caring for residents with complex conditions and palliative care. The total proposal was for \$435k and includes equipment to improve Dementia care spaces, specialty beds and mattresses for Residents with compromised skin integrity, bariatric equipment to accommodate co-sleeping couples, mechanical lifts and door widening to increase accessibility and specialty seating to enhance the quality of palliative care. No decision has been made by Ontario Health on this funding request to date.
- **Rainycrest Main Air Handling Unit Project**
The Main Air Handling Unit replacement at Rainycrest has been delayed as tender responses came in well above budget. Engineering is reworking the project scope accordingly.
- **Master Program/Capital Plans**
The Master Program/Capital Plans RFP has been issued.
- **Hospital Infrastructure Renewal Fund (HIRF) Exception Circumstances Fund (ECP)**
Our team has submitted a HIRF ECP application for \$3.1 million to redevelop the pharmacy in compliance with NAPRA standards on the 3rd floor of the hospital.
- **New Dictation System**
Edicord, our current dictation system, has provide notice they will be exiting the market. Our team is exploring a shared system with Thunder Bay Regional Health Sciences Centre (TBRHSC). The contract with Edicord expires December 15, 2024, so the transition to TBRHSC must be expedited.

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

• **Transgender Education**

A member of our Mental Health Team provided a lunch and learn to Riverside staff to further educate them regarding supporting Transgender clients, patients, and residents.

• **Indigenous Services Awareness**

Communications is working in conjunction with our Indigenous Lead to develop a pamphlet/document that will communicate the roles of our Indigenous Lead and GHAC's Indigenous Care Coordinators and summarize cultural services available at RHC locations. This document will be utilized to launch a new Indigenous Care page on our website.

• **Ontario Health Team**

- Application for Starlink proposal for Specialist and Diagnostic vehicle approved. We are still waiting on transport license for the vehicle and parts for Starlink but have policy and procedure documents completed and will upload to Surge Policy System.
- Application for Day/Evening treatment application completed by Riverside in collaboration with GAC, CMHA and GHAC to increase services (mobile services to the communities).
- Diabetes awareness campaign was launched by the OHT in a blitz across the district this week with support from all organizations.
- First Nations breast blitz initiative booked and supported by Indigenous Liaison, DI, Breast ED and OHT.
- Area concerns raised at the in person RSSN meeting by ED Jackie with regards to issues in this area requiring solutions developed locally. Engagement occurred with OHT ED to ensure high impact issues identified by RHC were identified.
- Application for MSPT/S&D completed and sent to OTIF (funding program).

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

Respectfully Submitted,

Diane Clifford, Board Chair

Dr. Lucas Keffer, Chief of Staff

Diana Harris, Chief Nursing Executive

Carla Larson, Chief Financial, Information & Technology Officer

Joanne Ogden, Quality Assurance & OHT Executive Lead

Henry Gauthier, President & CEO

RHC Directors, Managers & Supervisors



Audit & Resources Committee Report – November 2024

2.4.1 Financial Report – October 2024 *



Operating Revenue & Expense Summary April 1, 2024 to October 31, 2024

		April 1, 2023 to March 31, 2024	2024-2025 YTD Budget based on 2023-2024 Actual	2024-2024 YTD Actual	Overall Change	YTD Actual Percent Over(Under) YTD Budget
Fund Type 1 - LHIN Funded - Hospital Services						
REVENUE						
LHIN - Base Funding	A-1	\$29,611,612	\$17,273,440	\$18,807,719	\$1,534,279	8.88%
QBP Funding	A-2	\$1,779,637	\$1,038,122	\$1,333,744	\$295,622	28.48%
Other Funding (19*) - Bundled Care, Hospice, Oncology Drug Reimbursement	A-3	\$3,101,079	\$1,808,963	\$1,362,203	(\$446,760)	-24.70%
LHIN - One Time Funding	A-4	\$4,109,446	\$2,397,177	\$1,574,100	(\$823,077)	-34.34%
MOHLTC - One Time Funding	A-5	\$196,279	\$114,496	\$114,499	\$3	0.00%
Other Revenue MOHLTC - HOCC	A-6	\$752,439	\$438,923	\$499,385	\$60,462	13.78%
Paymaster	A-7	\$0	\$0	\$0	\$0	#DIV/0!
Cancer Care Ontario	A-8	\$7,686	\$4,484	\$2,203	(\$2,280)	-50.85%
Recoveries & Miscellaneous	A-9	\$2,706,776	\$1,578,953	\$1,351,763	(\$227,189)	-14.39%
Amortization of Grants/Donations Equipment	A-10	\$532,945	\$310,885	\$374,042	\$63,157	20.32%
OHIP Revenue & Patient Revenue from Other Payors	A-11	\$2,183,590	\$1,273,761	\$1,186,409	(\$87,351)	-6.86%
Differential & Copayment	A-12	\$806,126	\$470,240	\$539,169	\$68,929	14.66%
TOTAL REVENUE	A-13	\$45,787,615	\$26,709,442	\$27,145,237	\$435,795	1.63%
EXPENDITURES						
Compensation - Salaries & Wages	A-14	\$21,076,566	\$12,357,220	\$12,968,753	\$611,534	4.95%
Compensation - Purchased Service	A-15	\$5,407,034	\$3,170,151	\$3,140,431	(\$29,720)	-0.94%
Benefit Contributions	A-16	\$6,206,412	\$3,638,828	\$3,874,656	\$235,828	6.48%
Future Benefits	A-17	\$11,300	\$6,625	\$19,876	\$13,251	200.01%
Medical Staff Remuneration	A-18	\$2,987,134	\$1,751,361	\$1,922,446	\$171,086	9.77%
Nurse Practitioner Remuneration	A-19	\$790,998	\$463,763	\$450,130	(\$13,633)	-2.94%
Supplies & Other Expenses	A-20	\$7,325,804	\$4,295,129	\$4,585,425	\$290,296	6.76%
Amortization of Software Licenses & Fees	A-21	\$21,158	\$12,405	\$26,717	\$14,312	115.37%
Medical/Surgical Supplies	A-22	\$1,734,822	\$1,017,129	\$950,453	(\$66,676)	-6.56%
Drugs & Medical Gases	A-23	\$2,802,408	\$1,643,056	\$1,439,378	(\$203,678)	-12.40%
Amortization of Equipment	A-24	\$961,599	\$563,787	\$620,646	\$56,859	10.09%
Rental/Lease of Equipment	A-25	\$195,216	\$114,455	\$132,724	\$18,269	15.96%
Bad Debts	A-26	\$109,683	\$64,307	\$83,187	\$18,880	29.36%
TOTAL EXPENSE	A-27	\$49,630,134	\$29,098,216	\$30,214,822	\$1,116,607	3.84%
SURPLUS/(DEFICIT)	A-28	(\$3,842,519)	(\$2,388,773)	(\$3,069,586)	(\$680,812)	17.72%

**Fund Type 2 - LHIN Funded - Counselling & Non Profit Housing Programs
Mental Health - Case Management - Housing - Addictions - Problem Gambling**

TOTAL REVENUE	B-1	\$2,503,840	\$1,468,005	\$1,378,792	(\$89,213)	-6.47%
TOTAL EXPENSE	B-2	\$2,503,840	\$1,468,005	\$1,409,164	(\$58,841)	-4.18%
SURPLUS/(DEFICIT) - DUE To LHIN	B-3	\$0	\$0	(\$30,372)	(\$30,372)	100.00%

**Fund Type 3 - Other Ministry/Agency Funded - Non Hospital Services
Family Violence**

TOTAL REVENUE	C-1	\$162,419	\$95,226	\$94,994	(\$232)	-0.24%
TOTAL EXPENSE	C-2	\$162,419	\$95,226	\$94,994	(\$232)	-0.24%
SURPLUS/(DEFICIT) - DUE To Other	C-3	\$0		\$0	\$0	0.00%

**Fund Type 2 - LHIN Funded - Community Support Services
(Home Support, Assisted Living, Adult Day, Meals on Wheels)**

TOTAL REVENUE	D-1	\$2,545,041	\$1,492,161	\$1,513,141	\$20,980	1.39%
TOTAL EXPENSE	D-2	\$2,545,041	\$1,492,161	\$1,513,141	\$20,980	1.39%
SURPLUS/(DEFICIT) - DUE To LHIN	D-3	\$0		\$0	\$0	0.00%

**Fund Type 2 - LHIN Funded - RainyCrest
Long Term Care**

TOTAL REVENUE	E-1	\$14,120,359	\$8,278,786	\$8,421,837	\$143,051	1.70%
Compensation - Salaries & Wages	E-2	\$9,115,414	\$5,344,380	\$5,477,677	\$133,297	2.43%
Compensation - Purchased Service	E-3	\$1,857,345	\$1,088,964	\$1,814,916	\$725,952	40.00%
Benefit Contributions	E-4	\$2,538,836	\$1,488,523	\$1,123,932	(\$364,591)	-32.44%
Nurse Practitioner	E-5	\$351,000	\$205,792	\$226,713	\$20,921	9.23%
Medical Staff Remuneration	E-6	\$44,363	\$26,010	\$26,892	\$882	3.28%
Supplies	E-7	\$1,410,320	\$826,873	\$861,762	\$34,890	4.05%
Service Recipient Specific Supplies	E-8	\$0	\$0	\$0	\$0	0.00%
Sundry	E-9	\$1,310,068	\$768,095	\$907,290	\$139,195	15.34%
Equipment	E-10	\$435,807	\$255,514	\$209,655	(\$45,859)	-21.87%
Contracted Out	E-11	\$82,445	\$48,338	\$35,342	(\$12,996)	-36.77%
Building & Grounds	E-12	\$308,775	\$181,035	\$291,469	\$110,434	37.89%
TOTAL EXPENSE	E-13	\$17,454,373	\$10,233,523	\$10,975,648	\$742,125	6.76%
SURPLUS/(DEFICIT) including unfunded liabilities	E-14	(\$3,334,014)	(\$1,954,737)	(\$2,553,811)	(\$599,074)	23.46%
Less: Unfunded Future Benefits	E-15	\$0	\$0	\$0	\$0	0%
Less: Unfunded Amortization Expense	E-16	\$0	\$0	\$41,921	(\$41,921)	100.00%
SURPLUS/(DEFICIT) excluding unfunded liabilities	E-17	(\$3,334,014)	(\$1,954,737)	(\$2,595,732)	(\$640,995)	24.69%

Operating Surplus(Deficit) - Hospitals & Long Term Care ONLY		(\$7,176,533)	(\$4,343,510)	(\$5,665,317)
Total Operating Margin - Hospitals & Long Term Care ONLY		-11.98%	-12.41%	-15.93%



Quality, Safety, Risk Committee Report – November 2024

2.5.1 Board Quality Metrics *

BOARD OF DIRECTORS - QUALITY METRICS - 2024-2025



- INDICATORS:
- Participation A** - # of voting board members attending board meetings monthly.
 - Participation B** - # of voting board members attending committee meetings monthly.
 - Reflection A** - # of completed board meeting evaluation surveys bi-monthly.
 - Reflection B** - # of members that complete the board self-assessment questionnaire annually (June).
 - Decision Making** - # of board decisions made by detailed briefing notes/supporting documentation done monthly.
 - Education A** - # of education sessions at board meetings monthly.
 - Education B** - # of board meeting agenda items related to integration, quality or strategy monthly.
 - Composition** - # of categories in the skills based board matrix met annually (March).
 - Compliance** - # of new directors that attend board orientation annually (Sept).

INDICATOR	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	YTD Actual	Target	Variance	Notes
1. Participation A	71%	86%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	79%	75%	4%	
2. Participation B	92%	75%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	86%	75%	11%	
3. Reflection A	43%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	43%	100%	-57%	
4. Reflection B										#DIV/0!			#DIV/0!	100%	#DIV/0!	
5. Decision Making	100%	100%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	100%	90%	10%	
6. Education A	100%	100%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	200%	100%	100%	min of 1 session/mtg
7. Education B	100%	100%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	100%	100%	0%	min of 2 items/mtg
8. Composition							#DIV/0!						#DIV/0!	89%	#DIV/0!	XX/18 met (in green zone)
9. Compliance	100%	#DIV/0!	#DIV/0!										#DIV/0!	90%	#DIV/0!	Board Orientation took place in September 2024



Auxiliary Report – November 2024

Emo

No Report.

La Verendrye General Hospital

See attached.

Rainycrest

No Report.

Rainy River

The Rainy River Health Centre Auxiliary met on November 6th with the following highlights:

- Our auxiliary is planning a Christmas luncheon on the December 4th meeting date.
- Brig and Bob McGreevy are moving from Rainy River to Winnipeg. Brig was a member of the auxiliary and served on the executive. Our auxiliary sent a card to Brig and Bob and members are invited to attend a farewell tea for them on November 23rd from 2:00 to 4:00 at the Rainy River Knox United Church.
- We are finalizing our plans for our Christmas Bazaar which is taking place on December 7th at the Royal Canadian Legion. We will be hosting a penny table, larger draw prize table, silent auction, a display of our Tuck Shop items, a membership drive with all attendees served delicious pies and beverages.

**LaVerendrye General Hospital Auxiliary
Executive Minutes
Tuesday November 5th 2024**

Call to Order: The meeting was called to order at 1:30 pm.

Attendance: Marnie, Linda B, Linda P, Donna P, Diane G, Jan B, Susan S, Carla B, Margie G, Maureen R, Janice M and Irene L

Regrets: Linda Beadow

Auxiliary Pledge: Recited by all.

- **Declaration of Conflict of Interest:** None.

Approval of Agenda: Approved.

Minutes of October 1st 2024: Approved.

Treasurer's Report: Accepted and approved as circulated. Total Hospital Auxiliary Fund balance as of October 31st 2024 is \$104,124.15

Correspondence: None.

Directors Reports:

- **Foundation: Marnie;** The Foundation Spring Luncheon will be held on April 26, 2025. Marnie handed out 'Spirit of Christmas' Posters to the attending representatives of the Emo, Rainy River and Rainycrest Auxiliaries. This year's Foundation Christmas Appeal will go to the Rainy River Hospital for Hematology equipment and new curtains for Rainycrest. The Rainy River Auxiliary Christmas Tea will be held on December 7th, 2024.
- **Gift Shop: Jan B & Sue S;** The gift shop continues to do well. Two members have stepped up to volunteer. The shop will be decorated for Christmas after November 11th.
- **Membership: Marnie;** 126 members have renewed to date with 17 Rainycrest members.
 - **Courtesies: Donna P;** 2 sympathy cards were sent. To Helen Pohanka on her husband's passing and to the Camirand Family on the passing of Jean.
- **Social Activities: Diane G;** The Senior's Centre has been booked for December 9th for the Auxiliary Christmas Coffee and Conversation event.
- **Directors at Large: Margie, Carla, Maureen;** No report.
 - **Patient Services: Janice M;** 18 baby kits have been made up. The baby kits made up of pamphlets, information and products are well received. Smoke detectors for these kits are on order through Tompkins Hardware Emo. Labels with the LVGHA logo will be provided on the smoke detectors.

Unfinished Business:

- There was a major clean out and clean up on October 3rd by volunteer members in the Auxiliary storage rooms.
- The LVGHA 2024-2025 pledge of \$70,000.00 was increased by \$7,679.92. The actual invoice for the Telemetry Packs and Spacelab Central Monitoring System came to \$77,679.92. A motion was made to increase our pledge for the increased amount by Jan B, seconded by Margie G, with motion Carried. A cheque of \$35,000 will be presented to the Foundation at the 'Spirit of Christmas' event on December 1st 2024.
- 'Spirit of Christmas' - Diane Gibson will provide 17 round tables and table cloths, accommodating 10 people per table. Faron Morrisseau has been contacted and volunteers may set up on Saturday afternoon, November 30th at the Couchiching Multi Use Facility. We will meet at 1:00. Donna P will see to acquiring place mats, napkins and small plates. Susan will supply stir sticks, spoons and extra coffee cups. The Seniors Centre will be approached about using their coffee carafes for the event. Judy W, Jane H and Margie G will be working in the kitchen.

M & M's will be approached to see if they will offer a discount on the purchase of 20 'Tall cakes' for the dessert portion of the tea. Tickets for a draw for a lovely quilt donated by the Quilt Guild will be displayed and sold at the event.

Silent Auction, penny table, roulette wheel and pick-a-present items are to be in by Friday November 22nd at Ellen McKenzie's home so that items can be sorted by volunteers on November 26th, 1pm at her residence.

New Business: None.

Adjournment: We said goodbye to long time 17 year LVGHA member Irene Laing as this was her last meeting. She is moving to Winnipeg. She has served twice as President and has stepped up to volunteer wherever she was needed. She will be greatly missed but we wish her well in her new home and future endeavours.

At 2:45 pm. Next meeting December 3rd, 2024.