



LENNOX AND ADDINGTON COUNTY GENERAL HOSPITAL

BOARD OF DIRECTORS

MEETING MINUTES

November 2, 2021

Zoom | ACR

A meeting of the Board of Directors of the Lennox and Addington County General Hospital (LACGH) was held in the Airhart Conference Room and via Zoom at 6:30 p.m. on November 2, 2021.

PRESENT:

Board: Deb Lowry (Chair)	Wayne Coveyduck
Allan MacGregor	Tracy Kent-Hillis*
Bob Clancey	Dr. Kim Morrison*
Lori Francis*	Adrienne Harris-Hale*
Robert Paul	Susan Jack*
Jamie Uson*	

REGRETS:

Norm Clark	Geoff Griffin
Alice Carlson	Dr. Sonal Patel
Michelle Smith	Ric Bresee

Staff in attendance: Erin Brown	Tracy Ringrose*
Colin Catt	Sheila Mabee (Recorder)
Darlene Moore	

* Attended via zoom

1. Meeting Opening

1.1 Call to Order/Opening Remarks

The meeting was called to order at 6:30 p.m., by Deb Lowry.

1.2 Land Acknowledgment

Deb Lowry started the meeting with the following Land Acknowledgment:

A Land Acknowledgment recognizes the traditional territories of the Indigenous peoples, before the arrival of settlers, and their unique and continuing relationship with these lands. In particular, we acknowledge that Lennox and Addington County General Hospital is built on the ancestral and traditional territory of the Anishinaabeg and Haudenosaunee Peoples, including the Mohawks of the Bay of Quinte, and on the land of the Huron-Wendat Nation. As the LACGH Board of Directors, we are dedicated to honouring Indigenous history and culture, and are committed to moving forward in the spirit of reconciliation and respect.

1.3 Approval of the Agenda

The agenda was approved with the addition of Accreditation Update under Business Arising.



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Motion #1

Rationale: Normal Practice

Motion: That the Board of Directors hereby approves the agenda dated November 2, 2021.

Moved by: Allan MacGregor

Seconded by: Robert Paul

The motion was carried.

1.4 Conflict of Interest

The Chair inquired if any Board member wished to declare a conflict of interest based on items identified on the Agenda. There were no identified conflicts of interest.

1.5 Approval of Previous Board Meeting Minutes

The minutes of the previous meeting were approved as circulated.

Motion #2

Rationale: Normal Practice

Motion: That the Board of Directors hereby approves the minutes of the previous meeting dated October 5, 2021.

Moved by: Allan MacGregor

Seconded by: Bob Clancey

The motion was carried.

2. Business Arising

2.1 Accreditation Update

Erin Brown provided an update on the Accreditation site visit as we sit at end of Day-2. The surveyors arrived Monday at 2pm. We have had to be agile in our approach based on surveyor accessibility and requests. There were some items they requested be switched around and some of the meetings were moved to a virtual setting later into the evening, due to unforeseen circumstances. Some of the questions being put to us have been a bit out of the norm, both in the board room and on the floor.

Tuesday morning the Leadership Discussion group session, the group was taken a little off guard when they asked if there was going to be a presentation. There was a bit of a gap there in that the group was planning a more intimate conversation, rather than a formal presentation.

Feedback from the floor was that they felt things were going really well, and that is congruent with what we are hearing from the various groups.

There was nothing overly concerning identified thus far.

2.2 Regional Updates

Deb Lowry reported on the following items:

- CVCF: The Chairs / Vice Chairs Forum has not met and no meetings have been called.



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- *Governance Building Blocks*: A number of Board members have been participating in the OHA webinar series on governance. The session is meant for new directors, but the OHA has put together some really great information. Sheila Mabee has shared the slides with the elected Board members, who were encouraged to take 10 minutes or so to look through, as the information is quite helpful.

Wayne Coveyduck reported on the following items:

- *SHCF*: There was an announcement today that Brockville General Hospital (BGH) was approved to acquire and operate a MRI. The announcement noted that the Hospital would be receiving the necessary funds to cover the ongoing operating costs. This is surely going to cause a stir in the local area as well as provincially because Hospitals traditionally covered such costs. Local Hospitals were caught off guard by the announcement and in some cases, there has been a reaction to government.
- *RHIS Project*: Tracy Kent-Hillis is in the process of providing staff nominations to the work groups for the HIS project. We are awaiting word back from the project team on where the nominations sit.

Dr. Morrison reported on the following items:

- *FLA-OHT*: the OHT had their first official retreat in mid-October. The morning was spent landing with community council and leadership around the vision of the health home. Dr. Glenn Brown is the primary care lead for the health home and has done a good job fleshing out what the health home is. Principles of the OHT will guide the work going forward. On November 25, 2021 there is a partnership council meeting where the health home and the vision of the OHT will be showcased. Dr. Morrison relayed that the Board could attend, but also offered to do a mini version of the presentation to the broader board as a group.

2.3 LTC Updates

Wayne Coveyduck highlighted that the LTC Project is moving along reasonably well. The biggest hurdle will be getting the engineers to make their drawings match the architect's drawings from a timing perspective. We have most of November to get things together in the hopes of having the working drawings complete by December.

There has been one follow up meeting with the Ministry of Long-Term Care (MLTC) as well. They were a little bit surprised with the change in plans from basement to no basement. The water issues were explained and additional reports sent to the MLTC which explained the findings.

2.4 Insurance Update

Wayne Coveyduck highlighted that the necessary items for switching insurance carriers is well underway. The current Cyber Insurance provider has been contacted for renewal to the point where HIROC will take over.

Wayne brought forward a request from McDougall Insurance for the Board to consider keeping McDougall on to cover property and contents and switching the liability over to HIROC. The Board felt that they had discussed this at length at the Finance Committee and the Board and made the difficult decision to switch in the best interest of the organization. The Board directed Wayne to relay that they are sticking with the decision to switch Insurance providers as we are well beyond the negotiation phase at this point in the process.



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2.5 Annual Declaration and Consent Forms

Deb Lowry reminded those Board members who had yet to submit their annual declaration and consent forms to do so and return to Sheila Mabee ASAP, as this is an important piece of the Board's annual work plan.

3. Reports

3.1 Quality Committee

Lori Francis highlighted the following from the October 28, 2021 Quality Committee meeting:

- The Committee discussed Accreditation briefly.
- Tracy Kent-Hillis' shared patient story was discussed, generating some feedback that was really good and identified some opportunities.
- Dr. Morrison presented on the MAC quality initiatives, highlighting some of the current projects in the works.
- There were 2 policies reviewed with some minor wording changes and really no concerns.

3.2 Ethics Committee

Tracy Kent-Hillis reported the following from the October 7, 2021 Ethics Committee meeting:

- The Committee was provided a presentation on mandatory vaccines by Dr. David Campbell, which was thought provoking and insightful.
- A research request proposal from the obstetrics and gynecology program was reviewed. The proposal was outlined and included in the meeting package for review. This research is currently being done at KHSC and comes with no financial implications. There is a motion that comes to the Board from the Ethics Committee for approval. No concerns were noted by the Ethics Committee or the Board.

Motion #3

Rationale: Research proposals, as per policy AO-68, must have formal Research and Ethics Board approval from an affiliated academic University and be forwarded to the Ethics Committee for review and approval by the Ethics Committee.

Motion: The Board of Directors hereby approves the Gyne Research, as recommended by the Ethics Committee.

Moved by: Bob Clancey

Seconded by: Lori Francis

The motion was carried.

3.3 Medical Advisory Committee

Dr. Morrison highlighted the following from the October 21, 2021 Medical Advisory Committee meeting:

The Medical Advisory Committee reviewed the pharmacy and therapeutics report which includes adverse drug reactions and medication incidents.

The group had a discussion related to some of the current stressors around volumes and fatigue that the medical staff are feeling. The medical staff meeting was held in October around food with shared comradery in an effort to support each other and promote wellness.



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The Medical Advisory Committee reviewed the re-appointment applications to the LACGH Medical Staff for the following:

- Doug Barton (Active, Emergency Medicine)
- Jeffrey Dawson (Active, Emergency Medicine)
- Andrei Garcia Popov (Active, Emergency Medicine)
- C Nathaniel Hart (Active, Emergency Medicine)
- Joy Hataley (Active, Emergency Medicine)
- Madeline Morris (Active, Emergency Medicine)
- Tatiana (Tanya) Viaznikova (Active, Emergency Medicine)
- Zachary Warren (Active, Emergency Medicine)
- Stephen White (Active, Emergency Medicine)
- Dale Engen (Courtesy without Admitting, Anesthesia)
- Cameron MacLean (Active, Anesthesia with Family Medicine)
- Brian Mahoney (Active, Anesthesia)
- Valerie McLeod (Active, Anesthesia)
- Kristina Polsinelli (Locum Tenens, Anesthesia)
- Timothy Roche (Active, Anesthesia)
- Safi Sayeed (Locum Tenens, Anesthesia)
- Christopher Davis (Consulting, Respiriology)
- Peter Hollett (Consulting, Cardiology)
- Matthew Mercier (Consulting, Neurology)

No concerns were noted by the MAC; therefore, the re-appointment applications were recommended to the Board of Directors for approval. The Board reviewed the credentialing applications and no concerns were noted.

Motion #4

Rationale: Applications for appointment to the Medical Staff require the review and approval of the Medical Advisory Committee and the Board of Directors.

Motion: The Board of Directors hereby approves the following re-appointments to the LACGH Medical Staff, as recommended by the Medical Advisory Committee:

- *Doug Barton (Active, Emergency Medicine)*
- *Jeffrey Dawson (Active, Emergency Medicine)*
- *Andrei Garcia Popov (Active, Emergency Medicine)*
- *C Nathaniel Hart (Active, Emergency Medicine)*
- *Joy Hataley (Active, Emergency Medicine)*
- *Madeline Morris (Active, Emergency Medicine)*
- *Tatiana (Tanya) Viaznikova (Active, Emergency Medicine)*
- *Zachary Warren (Active, Emergency Medicine)*
- *Stephen White (Active, Emergency Medicine)*
- *Dale Engen (Courtesy without Admitting, Anesthesia)*
- *Cameron MacLean (Active, Anesthesia with Family Medicine)*
- *Brian Mahoney (Active, Anesthesia)*



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- Valerie McLeod (Active, Anesthesia)
- Kristina Polsinelli (Locum Tenens, Anesthesia)
- Timothy Roche (Active, Anesthesia)
- Safi Sayeed (Locum Tenens, Anesthesia)
- Christopher Davis (Consulting, Respiriology)
- Peter Hollett (Consulting, Cardiology)
- Matthew Mercier (Consulting, Neurology)

Moved by: Robert Paul
Seconded by: Allan MacGregor

The motion was carried.

The Medical Advisory Committee reviewed the re-appointment applications, with the noted changes, to the LACGH Medical Staff for the following:

- Scott Rieder (Associate, General Surgery) *change from Locum Tenens to Associate*
- Matthew Martin (Active, Emergency) *remove Family Medicine*

No concerns were noted by the MAC; therefore, the re-appointment applications, with the noted changes, were recommended to the Board of Directors for approval. The Board reviewed the credentialing applications and no concerns were noted.

Motion #5

Rationale: Applications for appointment to the Medical Staff require the review and approval of the Medical Advisory Committee and the Board of Directors.

Motion: The Board of Directors hereby approves the following appointment to the LACGH Medical Staff, with the noted change, as recommended by the Medical Advisory Committee:

- Scott Rieder (Associate, General Surgery) *change from Locum Tenens to Associate*
- Matthew Martin (Active, Emergency) *remove Family Medicine*

Moved by: Bob Clancey
Seconded by: Allan MacGregor

The motion was carried.

The Medical Advisory Committee reviewed the appointment applications to the LACGH Medical Staff for the following:

- Genevieve Digby (Consulting Medicine – Respiriology)
- Christopher Parker (Consulting Medicine – Respiriology)
- Andrew Moses (Locum Tenens – Internal Medicine)

No concerns were noted by the MAC; therefore, the appointment applications were recommended to the Board of Directors for approval. The Board reviewed the credentialing applications and no concerns were noted.



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Motion #6

Rationale: Applications for appointment to the Medical Staff require the review and approval of the Medical Advisory Committee and the Board of Directors.

Motion: The Board of Directors hereby approves the following appointments to the LACGH Medical Staff, as recommended by the Medical Advisory Committee:

- *Genevieve Digby (Consulting Medicine – Respiriology)*
- *Christopher Parker (Consulting Medicine – Respiriology)*
- *Andrew Moses (Locum Tenens – Internal Medicine)*

Moved by: Robert Paul

Seconded by: Bob Clancey

The motion was carried.

3.4 Governance Committee

Allan MacGregor reviewed the following from the October 20, 2021 Governance Committee meeting:

3.4.1 Board Self-Assessment

With the OHA pausing their OHA Board Self-Assessment, the Governance Committee agreed to use the in-house Board Assessment survey this year. Sheila Mabee will be sending this out electronically when the time comes.

3.4.2 Policy Review Month

November is policy review month. Committee Chairs were encouraged to have their respective policies reviewed and updates brought to the Board, if applicable.

3.4.3 Succession Planning and Director Selection

There has been significant discussions at the last few Governance Committee meetings around Board succession planning and filling the current and future Director vacancies. The Committee wanted to bring this topic to the Board for a fulsome discussion to determine next steps.

With one current elected Board member vacancy, and possibly one more by the end of the year, the Committee discussed going out to advertise an opening on the Board, or whether anyone had any ideas for potential interested parties who may be open to joining the Board. As governors, it was an important part of the responsibilities to sustain a strong Board moving forward, especially considering the large workload that was in front of the Board with the LTC project development and a number of projects currently underway.

The discussion around succession planning was started at the Board Development Retreat, and has now been discussed at a few Governance Committee meetings now. The Board had a really fulsome discussion around representation and composition. Rather than leaning towards geographical, the Board was partial to seeking new members based on skills the person can bring to the table, particularly those with strong leadership and financial backgrounds. It was felt that the Board need be cautious of maintaining a balance in not selecting someone with an agenda or an axe to grind.

The Board discussed the concept of a patient centered approach and bringing people on the Board who were representative of the communities we serve. There was a strong consensus that skills-based was the direction that would best serve the organization moving forward.



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The Board was asked to bring forward any names they felt might be a good fit with the qualities sought. Deb Lowry and or Allan MacGregor would be generating a list to be worked up from, keeping in mind 2 and potentially 3 vacancies in the coming year.

3.5 Pastoral Care Committee

Tracy Kent-Hillis reviewed the following from the October 21, 2021 Pastoral Care Committee meeting:

- The pastors and clergy decided on a tentative date of April 24, 2022 for the annual memorial service.
- A decision was also made to continue to send in memorium cards at the beginning of each year through Sheila Mabee with the assistance of Melanie Bramburger.
- It was noted that the work Melanie Bramburger is doing with the LTC and Supportive Living residents is admirable. She has really stepped up to fill in a huge role in providing weekly church services for these two groups, in absence of our local clergy during the pandemic.

3.6 Finance Committee

Lori Francis reviewed the following from the October 25, 2021 Finance Committee meeting:

Cyber Security Insurance coverage was discussed, which Wayne already spoke about, and is being renewed to bridge the gap to when HIROC coverage will start.

It was noted that the investments are doing extremely well, which will be very important as we get more in to the LTC project.

3.6.1 September Financial Statements and Cheque List

The Finance Committee reviewed the September 2021 Financial Statements and Cheque List which totaled \$3,389,249.08. No concerns were noted by the Finance Committee or the Board.

Motion #7

Rationale: Normal Practice.

Motion: The Board of Directors hereby approves the following, as recommended by the Finance Committee:

- *September 2021 Cheque List totaling \$3,389,249.08;*
- *September 2021 Financial Statements.*

Moved by: Allan MacGregor

Seconded by: Jamie Uson

The motion was carried.

3.6.2 2022-23 Hospice Draft Budget

The Finance Committee were presented with the 2022-23 draft Hospice Budget for approval. No concerns were noted by the Finance Committee or the Board.



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Motion #8

Rationale: Annually, the hospital is required to submit a Community Annual Planning Submission (CAPS), which includes a budget for Hospice L&A and formulates part of our Multi-Sector Accountability Agreement (MSAA).

Motion: The Board of Directors hereby approves the Hospice Lennox & Addington 2022-23 draft budget, as recommended by the Finance Committee.

Moved by: Allan MacGregor

Seconded by: Robert Paul

The motion was carried.

3.7 Volunteer Services Report

Susan Jack noted that her report was circulated with the meeting package. The Volunteer Services is still working to get more volunteers, as some have opted to not return since the pandemic. There is now a volunteer in ER and one in SDS. It was hoped they could find one more for mammo and BMD, they are still working on schedules.

Deb Lowry requested that Board members tap friends on the shoulder. If they think volunteering might be of interest, they could get in touch with Susan Jack.

3.8 Foundation Report

Adrienne Harris-Hale noted that her report was circulated with the meeting package. Winter campaign letters came out the first of November. There will also be an online presence for the winter campaign this year.

3.9 Chief Executive Officer's Report

Further to the written report provided in the Board package, Wayne Coveyduck shared the following information:

- We have received a contact message from Mora Nicholls, Acting CAO for the Town of Deseronto. When Christine Martin left her CAO position, the MOU between LACGH and the Town was not completed. Mora Nicholls had reached out to inquire if we had a signed copy of anything. We have replied to advise that we were awaiting this from the Town. As an update, the Town is sourcing new legal counsel, so we should anticipate something soon. Having a MOU in place will hopefully formalize property maintenance (snow removal, grass cutting, etc.). It was noted that the family physicians are on site at the Medical Clinic in Deseronto Mondays, Wednesdays and Fridays.
- The Premier indicated that the people responsible for mandatory vaccinations would be making a decision very soon (later this week). They have said they are waiting to hear back from some hospitals. The OHA asked their membership if we wanted the OHA to communicate with the Minister on our behalf. To be clear, the OHA has included us in their response, as opposed to us responding individually. We have not had any follow up or been contacted by the Premier or the Minister's office. There should be a news release from the government on this topic soon.



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Motion #9

Rationale: Normal Practice

Motion: The Board of Directors hereby accepts the reports from the Quality Committee, Ethics Committee, Medical Advisory Committee, Governance Committee, Pastoral Care Committee, Finance Committee, Volunteer Services, Foundation and the CEO.

Moved by: Bob Clancey

Seconded by: Robert Paul

The motion was carried.

4 Other

4.1 Correspondence Received up to October 27, 2021

There was nothing further to report for correspondence.

5. New Business

Deb Lowry inquired if there were any other items to discuss that were not thoroughly covered, or anything new to discuss. There were no items identified to be discussed.

The teams were thanked for the efforts and hard work in preparation for the upcoming Accreditation survey.

The elected Board members, Wayne Coveyduck, Tracy Ringrose and Sheila Mabee were asked to stay for a closed session. Everyone else was excused from the remainder of the meeting.

6. Closed Session

At 7:42 p.m., the Board moved into closed session.

Motion #10

Rationale: Normal Practice

Motion: That the Board of Directors hereby moves into closed session.

Moved by: Bob Clancey

Seconded by: Robert Paul

The motion was carried.

At 7:52 p.m., the Board rose from closed session.

Motion #11

Rationale: Normal Practice

Motion: That the Board of Directors hereby rises from closed session.

Moved by: Bob Clancey

Seconded by: Robert Paul

The motion was carried.



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7. **Meeting Closing**

7.1 Next Meeting

The next regular meeting of the Board is scheduled for 6:30 p.m., on Tuesday December 7, 2021.

7.2 Adjournment

The meeting was adjourned at 7:52 p.m.

Motion #12

Rationale: Normal Practice

Motion: That the Board of Directors hereby adjourns their meeting at 7:52 p.m. on November 2, 2021.

Moved by: Allan MacGregor

Seconded by: Robert Paul

The motion was carried.