

ARNPRIOR REGIONAL HEALTH
Meeting of the Board of Directors
September 17, 2020

MINUTES

PRESENT: Donna Anderson, Jenny Buckley, Don Carmichael, Barbara Darlow, Eric Hanna, Oliver Jacob, Cathy Jordan, Barbara Kieley, Dr. Susan Kurian, Susan Leach, Ryan Lunney, Mark MacGowan, Tyler Pirie, Dr. Christine Schriver, Erin Stitt-Cavanagh and Robin Sully

REGRETS: Melissa McDermott

GUESTS: Susan Fitzpatrick and Veronica Said – SANTIS Health, Brad Hilker, Janice Marks, Ben Gardiner, Rujuta Kulkarni, Sharon Ryan - recorder

1.0 Call to order

Barbara Darlow called the meeting to order at 1634 hours with a quorum present. Introductions were given.

2.0 Approval of agenda

MOTION #1

Moved by: Oliver Jacob

Seconded by: Donna Anderson

That the agenda be accepted. Motion was carried

3.0 Declaration of Conflict of Interest

Members were asked to declare any conflict of interest; none declared

4.0 Education

Susan Fitzpatrick and Veronica Said of Santis Health presented on “The Impacts of COVID-19 on Organizational Strategies: Considerations for the Leadership and Board of Arnprior Regional Health”. They gave an overview on the current status, cost of the pandemic, the health system response, Ontario Health Teams, hospitals’ focus, congregate settings (working multiple sites, LTC), and virtual care.

Looking to recovery and beyond, they suggest senior teams and boards should shift their focus from short-term response efforts to longer-term organization strategies and recovery efforts. In particular to consider reviewing the following 9 areas:

1. Examining the strategic plan
2. Strengthening our relationship with government
3. Updating our partnership strategy
4. Communications to our stakeholders
5. Updating our risk register
6. Evaluating financial and funding status
7. Ensuring robust contingency plans
8. Developing new models
9. Addressing operational issues

Their key takeaways were:

1. Moving forward, to not expect the government to roll out the same playbook in preparing and responding to the second wave of the pandemic.
2. Boards and senior teams need to think ahead, preparing for a potential second wave of COVID and for possible health system changes.

Topics addressed in the follow up discussion included: caregiver restrictions and impact on patient/resident outcomes; ensuring workforce sustainability over extended period of time; and, virtual care.

Jenny Buckley reported that CFHI and CPSI are working on developing policy guidance regarding caregiver presence during the pandemic and she offered to share with the board as an education topic.

The guests were thanked for their presentation and excused at 1715 hours.

Directors noted several areas that require further consideration: strategic plan in the longer term; risk profile; virtual care vs in-person care; and, ensuring privacy of personal health information in virtual care.

It was agreed to form a sub-committee to examine the 9 suggested areas and bring back 3 or 4 recommended topics for further discussion at the November board meeting. Robin to lead a sub-committee to include Eric, Susan Leach, Dr. Schriver, and canvas for representation from Quality and Resources Committees. Robin is to report back by email in advance of the November meeting. Eric suggested external resources be invited to address these topics at the November board meeting.

5.0 Consent Agenda

Ms. Darlow asked directors if anyone wished to have an item under the consent agenda removed for further discussion. Brad Hilker provided an update on roof repairs at the Opportunity Shop as noted in the Auxiliary Report.

The following matters were then presented under the consent agenda for Board consideration:

1. Minutes of the last regular and special meeting (June 18, 2020)
2. ARH Auxiliary Report
3. ARH Foundation Report
4. CEO and CFO Compliance Report
5. Next regular board meeting – November 19, 2020

MOTION #2

Moved by: Cathy Jordan

Seconded by: Tyler Pirie

That the Board of Directors approves the consent agenda as presented. Motion carried.

6.0 Business arising from minutes - none

7.0 Items for Discussion

7.1 Resources Planning & Audit Committee

Ryan Lunney provided highlights of the meetings held August 6 and September 8, 2020; minutes were distributed in advance of the meeting which included an update on changes to the Grove business case that resulted in a significant positive position.

7.2. Executive Committee

Minutes of the September 1, 2020 meeting were distributed in advance of the meeting including the board's workplan which was reviewed in detail. The workplan includes recruitment of a CEO given Eric's plans to retire in another year and the implication on where we see the organization is 3-4 years. Robin was asked to add this to the list of items to be considered by the sub-committee.

7.3. Strategic issues and next steps:

The current strategic plan expires in 2020 and addressing next steps and engaging outside resources were noted. Barb Kieley spoke on a strategic planning methodology whereby a facilitator is engaged and the methodology includes looking at a number of different scenarios and from that you develop a strategy map, this map then provides a sense of strategic direction you are heading. She agreed to share the methodology in general terms and also to sit on the sub-committee led by Robin Sully.

8.0. Items for Approval

8.1 Resources Planning & Audit Committee

2020/21 Annual Capital Budget and Seniors Village/Old Grove Repurposing Committee

MOTION #3

Moved by: Mark MacGowan

Seconded by: Jenny Buckley

That the Board of Directors accepts the recommendation of Resources Planning & Audit Committee and approves the 2020/21 Annual Capital Budget in the consolidated amount of \$23,095,056 and authorizations to proceed with a request for funds from the Arnprior Regional Health Foundation to support the Capital Budget Plan for 2020/21 in the amount of \$284,000 and a request for funds from the Arnprior Regional Health Auxiliary to support the Capital Budget Plan for 2020/21 in the amount of \$50,000; and, further approves the establishment of an ad hoc Seniors Village and Old Grove Repurposing Committee of the Board and the appointment of Don Carmichael as Chair.

Motion carried.

Terms of Reference and Committee Membership to be presented for Board approval.

It was noted that Erin Stitt-Cavanagh, Barbara Kieley and Katrin Spencer have agreed to sit on this ad hoc committee and other directors are welcome to put their name forward.

9.0 Items of information/discussion

9.1 COVID-19 Update

Dr. Schriver and Susan Leach provided an update that addressed: transfers of COVID cases to facilities that have capability to address these higher risk patients in intensive care; referring patients to either VTAC or Ottawa for COVID testing; at ambulatory care level, 70% of patients should be virtual and 30% in person, preparations for potential second wave; ALC numbers very high; increased number of retirement home residents waiting for LTC beds; benefit of regional networking and access experts in different fields; ramping up for regional

surgeries; concern that visitors in LTC increases risk of transmission; working on healthcare worker return to work rules in the event of school or daycare child transmission; flu vaccine – need to encourage everyone to have the vaccine; long range planning for critical care in emergency department and potentially having a negative pressure room; this year rank Infection Prevention and Control #1; our risk is not having enough healthcare workers so looking at non-conventional space for ALC patients.

9.2 President and CEO Report

CEO report was distributed in advance of the meeting.

Brad Hilker spoke on infrastructure renewal funding of an additional \$250K which will be used towards a negative pressure room, the total infrastructure funding is \$540K, and also addressed anticipated funding to cover COVID expenses for hospital and VTAC. Discussion followed on potential deficit position at year-end due to COVID.

Eric reported that the Three Rivers OHT will be meeting with Ministry tomorrow to discuss next steps. It is expected we will be asked to include partners from other teams in the Three Rivers OHT as they don't have the requisite populations or partnerships to engage in effective population health care.

Guests were then excused from meeting at 1827 hours.

10.0 Move meeting in camera for Confidential Labour Relations and Physician Issues

MOTION #3

Moved by: Erin Stitt-Cavanagh

Seconded by: Tyler Pirie

that the meeting be moved in camera at 1827 hours. Motion carried

12.0 Move meeting out of in camera at 1841 hours

MOTION #10

Moved by: Don Carmichael

Seconded by: Donna Anderson

that the meeting moves out of in camera at 1841 hours. Motion carried

13.0 Adjournment – meeting adjourned at 1841 hours.

Eric Hanna, Secretary

Barbara Darlow, Chair