

**ARNPRIOR REGIONAL HEALTH**  
**Meeting of the Board of Directors**  
**April 21, 2022**

**MINUTES**

**PRESENT:** Cathy Jordan, Chair, Donna Anderson, Jenny Buckley, Barbara Darlow, Oliver Jacob, Barbara Kieley, Doug MacCrae, Robin Sully, Tyler Pirie, Erin Stitt-Cavanagh, Mark MacGowan, Leah Levesque, Raeline McGrath, Janice Dunn, Dr. Florin Padeanu, Dr. Susan Kurian

**REGRETS:** Curtis McGrath

**GUESTS:** Nikolija Lukich, Brad Hilker, Janice Marks

**RECORDER:** Brenda Donnelly

**1.0 Call to Order**

The Chair called the meeting to order at 1632 hours with a quorum present.

**2.0 Approval of Agenda**

**MOTION #1**

Moved by: Oliver Jacob

Seconded by: Jenny Buckley

That the agenda be accepted as presented.

**MOTION CARRIED**

**3.0 Declaration of Conflict of Interest**

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

**4.0 Education**

**4.1 Ethics**

Ms. Levesque introduced Nikolija Lukich, Lead Regional Ethicist.

The Accountability for Reasonable Framework, which was included in the meeting package, was reviewed and to be considered as a tool to assist the Board in making ethical decisions.

**4.2 Hospice Case Study**

Ms. Lukich summarized the Hospice Case Study. The Accountability for Reasonable Framework was applied to the Hospice Case Study. Discussion took place on who the stake holders are and how they are engaged throughout the process.

Ms. Lukich was thanked and excused from the meeting at 17:08.

Discussion took place regarding the framework. It wasn't clear how it was different from the current framework. It was agreed that this be further discussed by the Governance Committee – comparing the two frameworks. This item is to be added to the Governance Workplan for next year. It was agreed that having a framework accessible during committee meetings for reference (ie included in the meeting agenda) would help in making ethical decisions.

## **5.0 Consent agenda**

Ms. Jordan asked Directors if anyone wished to have an item under the Consent Agenda removed for further discussion. There were no items removed.

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

1. Board Minutes: February 17 & March 24, 2022
2. Quality Committee Minutes: March 24, 2022
3. Grove/Seniors Village Committee Minutes: March 7, 2022
4. RPAC Minutes: March 9, 2022
5. Governance Committee Minutes: April 12, 2022
  - o Conflict of Interest Policy
  - o Confidentiality Policy
  - o Board Director Declaration and Consent Policy
  - o Board Director Code of Conduct Policy
6. ARH Auxiliary Report
7. ARH Foundation Report
8. CEO, CFO and Administrator Compliance Report
9. Next Regular Board meeting – Thursday, May 19, 2022

### **MOTION #2**

Moved by: Donna Anderson

Seconded by: Mark MacGowan

that the Board of Directors accepts the Consent Agenda items as listed.

### **MOTION CARRIED**

## **6.0 Chair's Report**

Ms. Jordan referred to the Chair's report, included in the meeting package, which covered events over the past few months. In response to a question regarding collaborations with the Royal Ottawa and the OHT, there is potential for a continuing relationship regarding mental health and workings of ARH and how to support the community to help patients with mental health and substance abuse issues.

## **7.0 President and CEO Report**

Ms. Levesque provided highlights from the CEO Reports for March and April 2022.

Work continues on the cyber incident follow up and the Surgical Services Program with QCH. ARH continues to face challenges with HHR and staff recruitment of RPNs and is working with agencies to secure resources. An update on the recent Staff Survey was provided with a more fulsome report being presented to the RPAC committee at the May meeting.

## **8.0 Business Arising From the Minutes**

### **10.1 Job Description for Chief of Inpatient Care**

MAC has recommended a change to the Chief of Medicine position title description, to reflect the role for oversight of care on the Inpatient Unit. This request came from the Medical Staff.

## **9.0 Items for Discussion/Approval/Endorsement:**

### **9.1 Board Recruitment/Succession Plan**

Jenny Buckley provided an update on the annual Board recruitment process. The skills matrix has been updated to include experience in HHR, digital health and IT, patient engagement and partnership, clinical skills, and equity/diversity/inclusion. Board members were encouraged to reach out in their networks for those holding these skill sets. A proposed slate of Directors will be presented to the Board in June.

### **9.2 Strategic Planning Process and Estimated Workplan**

Ms. Levesque informed that a RPF process was completed and McPhee and Associates were selected. They are known for their work with small hospitals that offer more than acute care and they excel at stake holder engagement.

### **9.3 2022/2023 Strategic Goals**

Ms. Levesque provided background on the identification of the 2022/23 Strategic Goals.

The rationale for the goals was provided in the meeting package. Updates on initiatives, processes and considerations that were put in place to achieve the goals was provided.

#### 9.3.1 Falls at the Hospital

Reduce the rate of inpatients falls from 10.9 falls per 1000 patient days at the hospital by March 31, 2023.

#### 9.3.2 Falls at the Grove

Reduce the percentage of residents who fell within last 30 days to 16% by March 31, 2023.

#### 9.3.3 Accreditation

Accreditation – Achieve status of “Accredited With Commendation”.

#### 9.3.4 Employee Engagement

ARH will increase the percentage positive score for overall engagement of employees by 1.5% over 2022 score.

It was agreed that the % increase should be reconsidered now that the engagement scores are back. The updated goal and target will be brought back to RPAC for a more detailed discussion with a recommendation coming back to the Board in June.

#### 9.3.5 Seniors Village

ARH will complete all major milestones as outlined in the project plan for the next phase of the Seniors Village by April 2023.

### **MOTION**

Moved by: Doug MacCrae

Seconded by: Barb Darlow

### **That the ARH Board of Directors approves the 2022/2023 Strategic Goals**

- Falls at the Hospital
- Falls at the Grove
- Accreditation
- Seniors Village

### **MOTION CARRIED**

#### **9.4 2022/2023 Operating Budget**

Barbara Kieley acknowledged the briefing note in the meeting package and provided an update on the budgeting process at RPAC.

Moved by: Robin Sully

Seconded by: Doug MacCrae

**That the ARH Board of Directors approves of the 2022/2023 Operating Budget as presented.**

**MOTION CARRIED**

#### **9.5 2022/2023 Annual Capital Budget**

Key information on the process of developing the 2022/23 Annual Capital Budget was provided. Mr. Hilker provided the following comments:

- Capital budget includes \$993K to achieve the Seniors Village corporate goal
- The plan also includes \$540K for projects from the prior year that were delayed due to COVID and the cyber incident
- ARH also receives funding for infrastructure projects estimated to be \$291K
- Remaining capital items of \$751K for this year were prioritized as noted in the briefing note
- As well, the plan includes a \$60K contingency for unforeseen capital needs

#### **MOTION**

Moved by: Barb Darlow

Seconded by: Oliver Jacob

**That the ARH Board of Directors approves the 2022/2023 Annual Capital Budget in the amount of \$2,433,578.00 and further recommends proceeding with a request for funding in the amount of \$285,000 from the Arnprior Regional Health Foundation and also request \$100,000 from the Arnprior Regional Health Auxiliary to support the 2022/23 Capital Budget Plan.**

**MOTION CARRIED**

#### **10.0 Move Meeting In-Camera (Labour Relations and Physician Issues)**

##### **MOTION #5**

Moved by: Oliver Jacob

Seconded by: Jenny Buckley

that the meeting moved in-camera at 6:29 hours.

**MOTION CARRIED**

#### **11.0 Move Meeting Out of In-Camera**

##### **MOTION #7**

Moved by: Tyler Pirie

Seconded by: Oliver Jacob

that the meeting move out of in-camera at 6:47 hours.

**MOTION CARRIED**

**12.0 Adjournment**

The Chair declared that the business of the meeting was completed and adjourned the meeting at 1845 hours

---

Cathy Jordan, Board Chair

---

Leah Levesque, Secretary