

ARNPRIOR REGIONAL HEALTH
Meeting of the Board of Directors
April 20, 2023
Minutes

DIRECTORS PRESENT: Cathy Jordan, Erin Stitt-Cavanagh, Beth Ciavaglia, Oliver Jacob, Colleen MacPhee, Bob McGaraughty, Jenny Buckley, Robin Sully, Curtis McGrath

STAFF PRESENT: Leah Levesque, Raeline McGrath, Janice Dunn, Dr. Florin Padeanu, Jeff Letourneau, Andrea McClymont, Ben Gardiner

RECORDER: Christine Waite

1.0 IN CAMERA MEETING OF THE BOARD OF DIRECTORS

MOTION

That the board move in-camera.

Moved by: Bob McGaraughty

Seconded by: Oliver Jacob

Motion Carried

2.0 END IN CAMERA MEETING OF THE BOARD OF DIRECTORS

MOTION

Moved by: Oliver Jacob

Seconded by: Beth Ciavaglia

Be it resolved that the Board of Directors end the in-camera meeting.

All in Favour.

Motion Carried

3.0 LAND ACKNOWLEDGEMENT

Statement read by Robin Sully.

4.0 DISCUSSION: ARH SERVICES – STRATEGIC PRIORITIES & ALIGNMENT

Cathy Jordan introduced the discussion by noting that an important next step when approving a new Strategic Plan is to consider the work that is currently done by the organization and how it fits with the new strategic plan. Some questions to consider include

- What should we do more?
- What should we continue?
- What should we not continue?

To help answer these questions, Leah Levesque introduced the Makenzie 9 Box Matrix. This Matrix is a tool that can be used to help corporations determine alignment of services with Strategic Plan, in particular Vision and Mission.

Leah Levesque facilitated a generative conversation where the board considered services currently offered by ARH and determining where they best fit on the Matrix. Considerations such as what does the Community need, are there competitors, is it a core business etc., were discussed.

Key considerations included:

- What is done to invest in programs and services, and when do we consider divesting?
- If a core business is identified, what does the future look like?
- Is ARH able to support and manage all current services and activities?

- If other agencies are in place that can manage these activities should divesting be considered?
- All ARH Service are important but may not need managing by ARH.

A similar discussion regarding new and needed services will take place at a future board meeting.

Cathy Jordan thanked Leah for the background material and facilitating the discussion.

5.0 Cathy Jordan Called the meeting to order at 7:03pm

6.0 APPROVAL OF AGENDA

MOTION #3

Moved by: Bob McGaraughty

Seconded by: Oliver Jacob

That the agenda be accepted as circulated.

All in Favour

Motion was carried.

7.0 DECLARATION OF CONFLICT OF INTEREST

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

8.0 APPROVAL OF CONSENT AGENDA

It was noted the item number 3 – March 23, 2023, recommendations from the Quality Committee were approved at the previous meeting and so were removed from the consent agenda.

Remaining consent agenda items:

1. Minutes of the last Board meeting March 23, 2023
2. Recommendations for Board Approval Governance Committee Meeting April 12, 2023.
 - 5.1 Principles of Governance
 - 5.2 Roles and Responsibilities of Board
3. AHR Auxiliary Report
4. ARH Foundation Report
5. CEO & CFO Compliance Report

MOTION # 4

Moved by: Oliver Jacob

Seconded by: Colleen MacPhee

Be it resolved that the Board of Directors approve the consent agenda items as revised.

All in Favour.

Motion Carried.

9.0 ITEMS FOR APPROVAL

9.1 OPERATING BUDGET 2023/2024

Curtis McGrath provided an overview of the proposed 2023/24 operating budget. He noted that the Operating Budget projects a year end deficit. Implications of the deficit budget and ministry funding will be discussed in item 9.4 HSAA.

MOTION # 5

Moved by: Curtis McGrath

Seconded by: Erin Stitt-Cavanagh

Be it resolved that the Board of Directors accepts the recommendation of the RPAC and approves the 2023/2024 Operating Budget as presented.

All in Favour.

Motion Carried.

9.2 CAPITAL BUDGET 2023/2024

Curtis McGrath introduced the Capital Budget as circulated in the package. There being no questions from the Directors the following motion was made.

MOTION # 6

Moved by: Curtis McGrath

Seconded by: Oliver Jacob

Be it resolved that the Board of Directors accepts the recommendation of the RPAC and approves the 2023/2024 Capital Budget as presented.

All in Favour.

Motion Carried.

9.3 PROPOSED STRATEGIC GOALS 2023/2024

Leah Levesque highlighted the proposed strategic goals 2023/24 as follows:

OUR PEOPLE - EMPLOYEE ENGAGEMENT

By March 31, 2024, ARH will maintain the % positive score of 65% for overall engagement of employees.

PERSON CENTERED CARE - RESIDENT FALLS (GROVE)

Reduce the % of residents who fell with the last 30 days to 10% by March 31, 2024.

PERSON CENTRED CARE – PATIENT FALLS (HOSPITAL)

Reduce the rate of inpatients falls from 9.2 to 5.5 falls per 1000 patient days at the hospital by March 31, 2023.

OUR PARTNERS – COPD TRANSITIONS IN CARE (HOSPITAL)

Increase the percentage of eligible patients with primary admission diagnosis of COPD who receive evidence-based care interventions, education, and community referrals with instruction as part of transitions from hospital to community-based care to 75% by March 31, 2024

OUR PARTNERS – TRANSITIONS IN CARE TYPE 2 DIABETES ED (HOSPITAL)

Increase the percentage of eligible Type 2 Diabetic patients discharged from the ED who receive standardized evidence-based care information, discharge education material, and community referrals as part of transitions from hospital ED to community-based care to 75% by March 31, 2024.

OUR INFRASTRUCTURE – INFRASTRUCTURE RENEWAL – CT SCAN PROJECT

The CT Scan project will be on time and on budget at March 31, 2024.

OUR INFRASTRUCTURE – INFRASTRUCTURE RENEWAL – GROVE EXPANSION

The Grove expansion construction project will be on time and on budget at March 31, 2024.

These goals are recommended for approval by the Quality Committee and Resource Planning and Audit Committee.

One final Strategic goal will be presented at the Quality Committee of the Board in May and then brought forward to the upcoming Board meeting. This Grove goal is focused on the Person Centred Care Philosophy (Model).

MOTION # 7

Moved by: Robin Sully

Seconded by: Bob McGaraughty

Be it resolved that the Board of Directors accepts the recommendation of the Quality Committee and RPAC and approves the Proposed Strategic Goals 2023/2024 as presented.

All in Favour.

Motion Carried.

9.4 HSA

Curtis McGrath advised members that although the Ministry requires the submission of a balanced budget, the current submission projects a deficit of approximately \$187K forecast for 2023/24. As a deficit position is faced by a vast number of hospitals the Ministry has provided a “Balanced Budget Waiver” agreement that will allow for hospitals to operate at a deficit but will be required to achieve a balanced budget over the next two years.

In addition, a letter will be included with the budget submission advising the Ministry of key assumptions/pressures for the 2023/24 budget and the impact of Bill 124 reopener and its impact on hospital funding.

MOTION # 8

Moved by: Curtis McGrath

Seconded by: Erin Stitt-Cavanagh

Be it resolved that the Board of Directors accepts the recommendation of the RPAC and approves the HSA as presented.

All in favour.

9.5 MSA

MOTION # 8

Moved by: Curtis McGrath

Seconded by: Bob McGaraughty

Be it resolved that the Board of Directors accepts the recommendation of the RPAC and approves the MSA as presented.

All in Favour.

Motion Carried.

**9.6 LSAA
MOTION # 9**

Moved by: Curtis McGrath

Seconded by: Robin Sully

Be it resolved that the Board of Directors accepts the recommendation of the RPAC and approves the LSAA as presented.

All in Favour.

Motion Carried.

10.0 ITEMS FOR INFORMATION

10.1 COMMITTEE/BOARD EVALUATION – UPDATE

Oliver Jacob advised members that evaluations of the Board and Committees are underway. These evaluations provide information that helps to ensure that Board and Committee work is effective and appropriately managed.

10.2 BOARD RECRUITMENT UPDATE

Oliver Jacob reported that recruitment efforts will begin in early May, as there are 2 positions which need to be filled at the AGM. Advertisements will appear in local newspapers, social media such as: LinkedIn, Face Book, and Instagram. Board members are encouraged to share these postings with anyone who may be interested in becoming board or committee member.

11.0 CHAIR REPORT

The Chair of the Board report was circulated in the board package.

12.0 CEO REPORT

The President and CEO Reports for February 2023 and March 2023 were included in the circulated board package. Leah Levesque noted:

- Grove Expansion work is moving forward with the selection of a construction manager.
- we are awaiting confirmation from the Ministry of Health about allocated volumes for the ongoing activity in the Total Knee Program.

13.0 COS REPORT

Dr. Padeanu will provide his COS report at the May meeting.

14.0 NEXT REGULAR BOARD MEETING: May 18, 2023 – Grove Board Room

15.0 ADJOURNMENT

Cathy Jordan declared the meeting over at 19:20.

Leah Levesque, Secretary

Cathy Jordan, Chair