

**BOARD OF DIRECTORS MEETING
OPEN SESSION**

Thursday, November 24, 2022
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 27, 2022 * Pg 4 2.2 Board Chair & Senior Leadership General Report – J. Ogden, H. Gauthier, J. Loveday, C. Larson, Dr. K. Eltawil* Pg 6 2.3 Governance Committee Report – J. Begg 2.4 Audit & Resources Committee Report – B. Norton * Pg 8 2.5 Quality Safety Risk Committee Report – D. Clifford * Pg 12 2.6 Auxiliary Reports * Pg 14	
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 26, 2023	
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 24, 2022

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.

Our Mission
Improving the health of every person we serve,
responding to the needs of our communities.

MISSION

VISION *Our Vision*
Innovative, high quality health care - inspired
and delivered by our team and partners.

Our Values **VALUES**
Integrity • Respect • Excellence • Growth

STRATEGIC PILLARS

Quality • Organizational Health • Partnerships • Advocacy

RIVERSIDE HEALTH CARE

**RIVERSIDE HEALTH CARE FACILITIES INC.
MINUTES
OPEN SESSION**

Date of Meeting: October 27, 2022

Time of Meeting: 5:30 pm

Location of Meeting: Webex / LVGH Board Room

PRESENT: H. Gauthier B. Norton* J. Begg* C. Steiner*
J. Ogden K. Lampi* D. Clifford* Dr. K. Eltawil*
M. Kitzul* B. Calder* *via Webex

STAFF: J. Loveday*, B.Booth, , J. Forbes*

GUESTS: D. Black*

REGRETS: S. Weir, Dr. V. Patel, C. Larson

1. CALL TO ORDER:

J. Ogden called the meeting to order at 5:33 pm. B.Booth recorded the minutes of this meeting. B. Norton read the Indigenous Acknowledgment and the Mission Statement. Joanne welcomed everyone and reminded all of the virtual meeting etiquette.

1.1 Quorum

Joanne shared there was 1 regret. Quorum was present.

1.2 Conflict of Interest

No conflict of interest or duty was declared.

2. CONSENT AGENDA

The Chair asked if there were any items to be removed from the consent agenda to be discussed individually. There were no items removed.

3. MOTION TO APPROVE THE AGENDA:

It was,

MOVED BY: D. Clifford

SECONDED BY: J. Begg

THAT the Board approves the Agenda as circulated.

CARRIED.

4. Patient / Resident Safety Moment

Julie shared this week is Patient Safety Week and the theme is “Press Play on Safety Conversations”. She defined what safety conversations are and why we have them. Julie discussed the 5 steps to safety conversations in detail:

- Make it safe to talk about safety
- Ask questions
- Listen
- Act
- Keep having safety conversations (don't have just one)

Julie discussed Riverside practices to support patient safety and highlighted the following:

- White Boards



Board Chair, Chief of Staff & Senior Leadership Report – November 2022 Open Session

Strategic Pillars & Directions

Quality

- **Strategic Plan**
On November 15, 2022, we received the Strategic Plan Master Summary and then followed up with Aasif Khakoo of Impact Healthcare Consulting (IHC). In addition to finalizing the Strategic Plan and Vision, Mission, and Values, IHC also provided a Balanced Scorecard and refined Objective Definitions for our consideration. We have completed our agreement with IHC and once the Strategic Plan is approved, we will begin the rollout plan.
- **Gastroenteritis Outbreak**
LaVerendrye General Hospital is currently in Gastroenteritis Outbreak, declared on November 15, 2022.
- **Surgical Innovation Funding**
The Northwest received \$1.5 million through the Surgical Innovation Fund. RHC's share is \$355,000 and includes power tools, hip grip, anesthetic gas machine, morecellator and purist table.

Organizational Health

- **Northern Ontario School of Medicine**
Northern Ontario School of Medicine (NOSM) Summer Studentship program application process is now open. This will be for the summer 2023. This program has been valuable to recruit and mentor staff. Our new Manager, Inpatient Unit was a NOSM student for three years while enrolled in her nursing program.
- **Nurse Educator**
We are implementing an interim Nurse Educator starting the end of November to enhance training across the organization for clinical staff.
- **Provincial Benefits Program**
The Ontario Hospital Association (OHA) and HIROC Management Limited (HML) Provincial Benefits Program requested that all hospitals confirm commitment to an impending carrier procurement process. After consultation with our Northwest partners, we have elected to remain with our current benefits program until this proposed program matures.

Partnerships

- **Regional Emergency Department Planning Committee**
The most recent Regional ED Planning meeting on November 16, 2022, reviewed outstanding emergency or service closures across the Northwest. It was also noted that meetings with the Ministry would be held for both RNPGA and Non-RNPGA affiliated hospitals. The new ED Peer to Peer program and potential for a future Nurse to Nurse program was also discussed.
- **Extendicare Assist**
RHC representatives held an introductory meeting with Rhonda Chou, the new VP LTC Operations at Extendicare Assist on November 17, 2022. Discussion also took place around the existing contract with Extendicare Assist that includes both Policies/Procedures and Onsite Expert Visits to support the Home's ongoing compliance.
- **Diagnostic Imaging**
The Grand opening of our new diagnostic imaging equipment occurred November 10, 2022. Thank you to the Foundation and the community as a whole for their invaluable support.
- **Fort Frances & District Recruitment and Retention Committee (FFDRRC)**
RHC representatives attended the November 17, 2022, FFDRRC meeting at the Clinic. A strategic plan was presented outlining sub-groups that will be formed to address recruitment, financial and administrative priorities. RHC noted at the meeting that a new Physician Liaison position would be added in August 2023 to address retention needs, supplement recruitment and assist with contract management, funding initiatives and development programs.
- **RRDOHT**
The RRDOHT has scheduled a Leadership Council meeting followed by a workshop on December 7, 2022, at La Place Rendezvous. We are awaiting determination of the topic of the workshop.
- **AdvantAge EldCap Advisory Group**
Tammy McNally, Administrator of Rainy River and Emo Health Centres is participating in a newly formed group to "provide strategic direction and leadership to ensure that the delivery of seniors' services in ELDCAP homes remains viable, sustainable, and strong in those communities with limited to no options available to support senior's needs. The advisory group will guide Association staff on matters impacting ELDCAP beds, including advocacy and education priorities".

- **Lunch With Leadership**

After our inaugural Lunch With Leadership on September 27, 2022, we held our 2nd lunch on November 9, 2022, with representative's from Rainycrest Long Term Care. The staff that attended were very open in our discussion and provided invaluable insight into the Home. We greatly appreciate the willingness of staff to positively engage with Senior Leadership. Follow up meetings are scheduled with each group six months after the initial engagement.

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

Respectfully Submitted,

Joanne Ogden, Board Chair

Dr. Karim El-Tawil, Chief of Staff

Julie Loveday, Executive Vice President, Clinical Services & CNE

Carla Larson, Chief Financial and Information Officer

Jordan Forbes, Chief Human Resources Officer

Henry Gauthier, President & CEO



Audit & Resources Committee Report – November 2022

2.4.1 Financial Report – October 2022 *

2.4.2 Board & Management Travel *



Operating Revenue & Expense Summary April 1, 2022 to October, 2022

		2022-2023 DRAFT Budget	YTD DRAFT Budget	YTD Actual	YTD Actual Dollars Over(Under) YTD Budget	YTD Actual Percent Over(Under) YTD Budget
Fund Type 1 - LHIN Funded - Hospital Services						
REVENUE						
LHIN - Base Funding	A-1	\$27,866,124	\$16,255,239	\$16,114,314	(\$140,925)	-0.87%
QBP Funding	A-2	\$489,500	\$285,542	\$829,975	\$544,433	190.67%
Other Funding (19*) - Hospice, Oncology Drug Reimbursement	A-3	\$1,398,500	\$815,792	\$1,450,393	\$634,601	77.79%
LHIN - One Time Funding	A-4	\$58,800	\$34,300	\$1,014,879	\$980,579	2858.83%
MOHLTC - One Time Funding	A-5	\$196,275	\$114,494	\$114,499	\$5	0.00%
Other Revenue MOHLTC - HOCC	A-6	\$624,774	\$364,452	\$373,677	\$9,226	2.53%
Paymaster	A-7	\$0	\$0	\$0	\$0	0%
Cancer Care Ontario	A-8	\$21,788	\$12,710	\$7,252	(\$5,458)	-42.94%
Recoveries & Miscellaneous	A-9	\$1,716,159	\$1,001,093	\$1,154,805	\$153,713	15.35%
Amortization of Grants/Donations Equipment	A-10	\$387,373	\$225,968	\$189,869	(\$36,098)	-15.98%
OHIP Revenue & Patient Revenue from Other Payors	A-11	\$1,725,506	\$1,006,545	\$1,070,767	\$64,222	6.38%
Differential & Copayment	A-12	\$970,001	\$565,834	\$433,756	(\$132,078)	-23.34%
TOTAL REVENUE	A-13	\$35,454,800	\$20,681,967	\$22,754,187	\$2,072,220	10.02%
Compensation - Salaries & Wages	A-14	\$19,234,068	\$11,276,960	\$12,730,171	\$1,453,211	12.89%
Benefit Contributions	A-15	\$5,173,732	\$3,033,366	\$3,091,169	\$57,803	1.91%
Future Benefits	A-16	\$199,100	\$116,142	\$95,550	(\$20,592)	-17.73%
Medical Staff Remuneration	A-17	\$1,810,900	\$1,056,358	\$1,398,598	\$342,240	32.40%
Nurse Practitioner Remuneration	A-18	\$138,448	\$80,761	\$86,543	\$5,782	7.16%
Supplies & Other Expenses	A-19	\$5,390,945	\$3,144,718	\$3,448,626	\$303,908	9.66%
Amortization of Software Licenses & Fees	A-20	\$27,831	\$16,235	\$10,401	(\$5,834)	-35.93%
Medical/Surgical Supplies	A-21	\$747,713	\$436,166	\$703,095	\$266,929	61.20%
Drugs & Medical Gases	A-22	\$1,622,419	\$946,411	\$1,494,034	\$547,623	57.86%
Amortization of Equipment	A-23	\$813,165	\$474,346	\$463,442	(\$10,904)	-2.30%
Rental/Lease of Equipment	A-24	\$158,458	\$92,434	\$97,631	\$5,197	5.62%
Bad Debts	A-25	\$82,000	\$47,833	\$44,925	(\$2,908)	-6.08%
TOTAL EXPENSE	A-26	\$35,398,779	\$20,721,731	\$23,664,185	\$2,942,454	14.20%
SURPLUS/(DEFICIT)	A-27	\$56,021	\$32,679	(\$909,998)	(\$942,677)	-2884.66%



Operating Revenue & Expense Summary April 1, 2022 to October, 2022

		2022-2023 DRAFT Budget	YTD DRAFT Budget	YTD Actual	YTD Actual Dollars Over(Under) YTD Budget	YTD Actual Percent Over(Under) YTD Budget
Fund Type 2 - LHIN Funded - Counselling & Non Profit Housing Programs Mental Health - Case Management - Housing - Addictions - Problem Gambling						
TOTAL REVENUE	B-1	\$1,523,053	\$888,448	\$1,086,024	\$197,576	22.24%
TOTAL EXPENSE	B-2	\$1,523,053	\$888,448	\$1,171,931	\$283,483	31.91%
SURPLUS/(DEFICIT) - DUE To LHIN	B-3	\$0	\$0	(\$85,907)	(\$85,907)	0.00%
Fund Type 3 - Other Ministry/Agency Funded - Non Hospital Services Partner Assault Response - Family Violence						
TOTAL REVENUE	C-1	\$203,436	\$118,671	\$119,736	\$1,065	0.90%
TOTAL EXPENSE	C-2	\$203,436	\$118,671	\$119,736	\$1,065	0.90%
SURPLUS/(DEFICIT) - DUE To Other	C-3	\$0	\$0	\$0	\$0	0.00%
Fund Type 2 - LHIN Funded - RainyCrest Community Support Services (Home Support, Assisted Living, Adult Day, Meals on Wheels)						
TOTAL REVENUE	D-1	\$1,612,382	\$940,556	\$1,018,439	\$77,882	8.28%
TOTAL EXPENSE	D-2	\$1,612,382	\$940,556	\$1,018,439	\$77,882	8.28%
SURPLUS/(DEFICIT) - DUE To LHIN	D-3	\$0	\$0	(\$0)	(\$0)	0.00%
Fund Type 2 - LHIN Funded - RainyCrest Long Term Care						
TOTAL REVENUE	E-1	\$14,252,075	\$8,313,710	\$9,208,140	\$894,430	10.76%
Compensation & Benefit Contributions	E-2	\$12,055,122	\$7,067,935	\$8,318,525	\$1,250,591	17.69%
Supplies	E-3	\$1,314,068	\$766,540	\$776,939	\$10,400	1.36%
Service Recipient Specific Supplies	E-4	\$0	\$0	\$0	\$0	0.00%
Sundry	E-5	\$1,135,117	\$662,152	\$864,785	\$202,633	30.60%
Equipment	E-6	\$252,989	\$147,577	\$330,776	\$183,199	124.14%
Contracted Out	E-7	\$113,883	\$66,432	\$47,170	(\$19,262)	-29.00%
Building & Grounds	E-8	\$29,013	\$16,924	\$192,706	\$175,782	1038.64%
TOTAL EXPENSE	E-9	\$14,900,192	\$8,727,559	\$10,530,901	\$1,803,343	20.66%
SURPLUS/(DEFICIT) including unfunded liabilities	E-10	(\$648,117)	(\$413,848)	(\$1,322,761)	(\$908,913)	219.62%
Less: Unfunded Future Benefits	E-11	\$0	\$0	\$83,475	\$83,475	0%
Less: Unfunded Amortization Expense	E-12	\$0	\$0	\$1,097	\$1,097	0%
SURPLUS/(DEFICIT) excluding unfunded liabilities	E-13	(\$648,117)	(\$413,848)	(\$1,238,189)	(\$824,341)	199.19%
Operating Surplus(Deficit) - Corporate - Hospital and Other Funds						
		(\$592,096)	(\$381,169)	(\$2,234,094)		
Operating Surplus(Deficit) - Hospitals & Long Term Care ONLY						
		(\$592,096)	(\$381,169)	(\$2,148,187)		
Total Operating Margin - Hospitals & Long Term Care ONLY						
		-1.19%	-1.31%	-6.72%		

RIVERSIDE HEALTH CARE

operating as Riverside Health Care Facilities, Inc.
Executive and Board - Travel, Meal and Hospitality Expenses
April 1, 2022 to September 30, 2022

Date	Event Description	Expense	Expense Category
Henry Gauthier			
President & Chief Executive Officer			
Julie Loveday			
Executive Vice President, Clinical Services & CNE			
Carla Larson			
Chief Financial Officer			
Jordan Forbes			
Chief Human Resources Officer			
Joanne Ogden			
Board Chair			
Jon Begg			
Board Vice Chair			
Benjamin Norton			
Second Vice Chair			
Bob Calder			
Board Member			
Diane Clifford			
Board Member			
Marianne Kitzul			
Board Member			
Kathy Lampi			
Board Member			
Carlene Steiner			
Board Member			
Shanna Weir			
Board Member			
** Travel Expenses that are reimbursed by other agencies are not included in this report**			
Total for April 1, 2022 to September 30, 2022			\$0.00

Printed: October 19, 2022



Quality, Safety, Risk Committee Report – November 2022

2.5.1 Board Quality Metrics *

BOARD OF DIRECTORS - QUALITY METRICS - 2022-2023



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	100%	#DIV/0!	100%	75%	25%											
2. Participation B	67%	90%	#DIV/0!	76%	75%	1%										
3. Reflection A	89%	#DIV/0!	89%	100%	-11%											
4. Reflection B										#DIV/0!			#DIV/0!	100%	#DIV/0!	
5. Decision Making	100%	#DIV/0!	100%	90%	10%											
6. Education A	100%	100%	#DIV/0!	200%	100%	100%	min of 1 session/mtg									
7. Education B	100%	100%	#DIV/0!	100%	100%	0%	min of 2 items/mtg									
8. Composition							#DIV/0!						#DIV/0!	89%	#DIV/0!	11/18 skills met
9. Compliance	#DIV/0!	100%	#DIV/0!										#DIV/0!	90%	#DIV/0!	Board Orientation took place in October 2022



Auxiliary Report – November 2022

Emo

No Report.

La Verendrye General Hospital

The focus of the Auxiliary this month has been preparation for Spirit of Christmas scheduled for November 27th. A tremendous amount of effort is required to plan the venue and to solicit donations for both the silent auction and penny table. Once again, our members and the wider community is demonstrating their support of 'care close to home'.

Our quarterly luncheon for members and guests will take place at Knox United Church on December 12th.

Rainycrest

No Report.

Rainy River

No Report.