

# BOARD OF DIRECTORS MEETING

## OPEN SESSION

Wednesday, October 30, 2024

5:30 pm – La Verendrye General Hospital / Webex

### AGENDA

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 – September 26, 2024 * Pg 4 2.2 Board Chair & Senior Leadership General Report – D. Clifford, H. Gauthier, D. Harris, C. Larson, J. Odgen, Dr. L. Keffer * Pg 7 2.3 Governance Committee Report – B. Norton 2.4 Audit & Resources Committee Report – B. Norton * Pg 8 2.5 Quality Safety Risk Committee Report – M. Kitzul 2.6 Auxiliary Reports * Pg 11	
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: November 28, 2024	
11.	Termination	

\* denotes attached in board package / \*\*denotes circulated under separate cover / \*\*\* denotes previously distributed

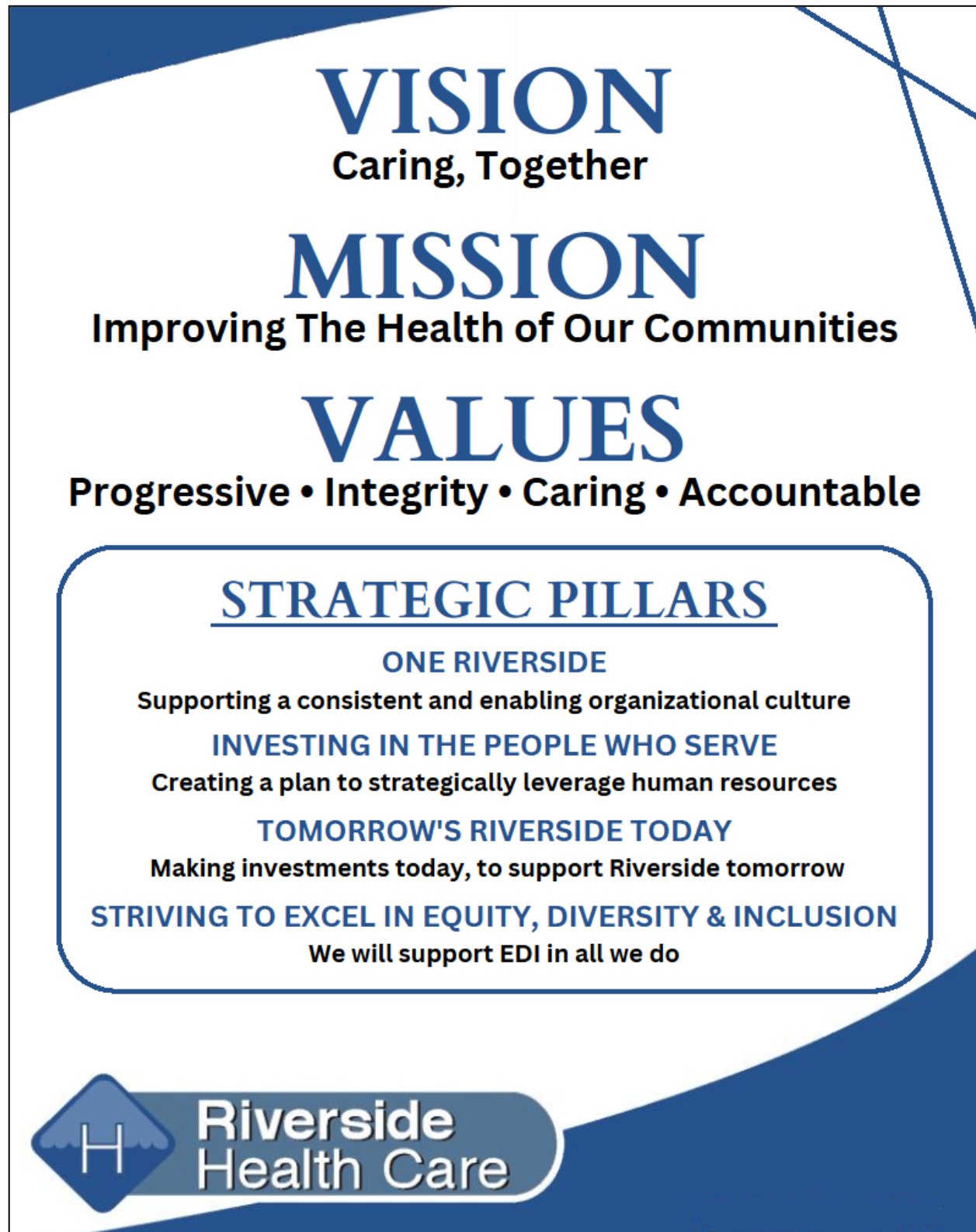
**BOARD OF DIRECTORS MEETING  
ANTICIPATED MOTIONS – OPEN SESSION**

**Wednesday, October 30, 2024**

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.*



The graphic features a white central area with blue borders and decorative lines. The text is arranged vertically, with each section separated by a thin vertical line. The 'STRATEGIC PILLARS' section is enclosed in a rounded rectangle. The Riverside Health Care logo is at the bottom left.

**VISION**  
Caring, Together

**MISSION**  
Improving The Health of Our Communities

**VALUES**  
Progressive • Integrity • Caring • Accountable


**STRATEGIC PILLARS**

**ONE RIVERSIDE**  
Supporting a consistent and enabling organizational culture

**INVESTING IN THE PEOPLE WHO SERVE**  
Creating a plan to strategically leverage human resources

**TOMORROW'S RIVERSIDE TODAY**  
Making investments today, to support Riverside tomorrow

**STRIVING TO EXCEL IN EQUITY, DIVERSITY & INCLUSION**  
We will support EDI in all we do

 **Riverside  
Health Care**

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

**Date of Meeting:** September 26, 2024

**Time of Meeting:** 5:30 pm

**Location of Meeting:** Webex / LVGH Board Room

**PRESENT:** H. Gauthier M. Kitzul K. Lampi Dr. L. Keffer  
D. Clifford B. Norton Dr. K. Arnesen E. Bodnar  
\*via Webex

**STAFF:** B.Booth, C. Larson, D. Harris

**REGRETS:** D. Bruyere, A. Beazley, J. Ogden

**1. CALL TO ORDER:**

D. Clifford called the meeting to order at 5:30 pm. B.Booth recorded the minutes of this meeting. D. Clifford read the Indigenous Acknowledgment and the Mission Statement. D. Clifford welcomed everyone and reminded all of the virtual meeting etiquette.

**1.1 Quorum**

D. Clifford shared there were 2 regrets. 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: K. Lampi

SECONDED BY: M. Kitzul

THAT the Board approves the Agenda as circulated.

CARRIED.

**4. Patient / Resident Safety Moment**

D. Harris shared a patient story regarding “Bridging Gaps in Service through the ALC Community Nurse Program”. D. Harris acknowledged Carley McCormick, Manager of Patient, Resident, Client Experience & Utilization, for submitting this story on behalf of the patient. She shared the following:

A 76-year-old woman was hospitalized for pneumonia and faced challenges in transitioning back home. With the changes in the Ontario Health at Home program, she found herself navigating a fragmented healthcare system. That’s when the ALC (Alternate Level of Care) Community Nurse Program stepped in to provide crucial support. The ALC Community Nurse Program is relatively new to Riverside and has been up and functioning for approximately 6 months. Upon discharge, the patient felt overwhelmed; she had limited mobility and needed assistance with medication management, follow up appointments and daily activities. The new Ontario Health at Home program had altered many existing services, leaving gaps in care coordination. The ALC Community Nurse program was assigned to the patient as this service was determined necessary during Riverside’s daily bullet rounds. The ALC Community Nurse

conducted a comprehensive assessment of the patient's physical, emotional, and social needs. The Nurse visited the patient regularly and they worked together to coordinate with the patient's primary care physician and arranged follow-up blood work, ensuring timely access to necessary medical care. The patient also received help organizing her medications, learning about potential side effects, and understanding when to take each one. This reduced her anxiety about managing her health. The nurse provided education about pneumonia recovery, including breathing exercises and nutrition and connected her with local resources such as meal delivery services and exercise programs tailored for seniors. Recognizing the patient's feelings of isolation, the nurse facilitated connections with local support groups, encouraging her to engage with others in similar situations. Thanks to the ALC Community Nurse Program, the patient experienced a remarkable turnaround. She attended her follow-up appointments, adhered to her medication schedule, and actively participated in community activities. The nurse's consistent support bridged the gaps created by the changes in the Ontario Health at Home program. The patient expressed her gratitude saying, "I felt like I was floating in a sea of confusion after leaving the hospital. The ALC nurse not only guided me through my recovery but also helped me reconnect with my community. I don't know what I would have done without that support."

This story exemplifies the vital role that the ALC Community Nurse Program plays in bridging gaps in service.

H. Gauthier shared this position is permanent and helps with a more seamless stream of care for people outside of the hospital. He noted the position is not permanently funded however we are making this a permanent position at RHC.

D. Harris discussed the referral process involved to the ALC Community Nurse noting it flows through Ontario Health Community Care.

D. Clifford thanked D. Harris for sharing this story.

**5. BUSINESS ARISING:**

There was no business arising.

**6. NEW BUSINESS:**

**6.1. Board Member Consolidated Confidentiality, Accountability & Roles & Responsibility Statement**

D. Clifford reviewed the form and reminded all this is done annually and to sign off on the statement and return to B. Booth.

**7. OPPORTUNITY FOR PUBLIC PARTICIPATION**

There was no public participation.

**8. MOVE TO IN-CAMERA:**

It was,

MOVED BY: B. Norton

SECONDED BY: E. Bodnar

THAT the Board go in-camera at 5:40 pm.

CARRIED.

**9. OTHER MOTIONS/BUSINESS:**

There was no other motions/business.

**10. DATE AND LOCATION OF NEXT MEETING:**

October 31, 2024 - Discussion took place regarding the next meeting date. Conflicts were discussed. It was decided due to lack of quorum, the meeting would be changed to October 30, 2024.

**11. TERMINATION:**

It was,

MOVED BY: B. Norton

THAT the meeting be terminated at 8:33 pm.

CARRIED.

\_\_\_\_\_  
Chair

\_\_\_\_\_  
Secretary/Treasurer



## Board Chair, Chief of Staff & Senior Leadership Report – October 2024 Open Session

### Strategic Pillars & Directions

#### Investing in Those Who Serve - Strategically Leveraging our Human Resources

- **Quality**
  - Work Life Pulse Survey results tabulated for each department and meetings being booked to review.
  - Accreditation checklist completed and meetings being scheduled to review with managers and directors. Will meet with board chair in November to discuss governance checklist.

#### One Riverside - Promoting a Consistent and Empowering Culture

- **Ontario Health At Home**  
The news media has drawn attention to considerable supply issues being experienced by Ontario Health At Home and its community agencies. At RHC it has been identified that our dedicated supply chain department and proper product retention periods have shielded us from any product deficiency to date. We will continue to monitor this situation.
- **Team Huddles**  
Clinical Team Huddles have been proven to improve increase staff engagement and involvement as well as drive performance improvement. It is a great opportunity to cascade organizational strategy to frontline staff and get staff ideas to improve outcomes.

Huddle Boards will be rolled out in the hospital clinical units initially with the intent of rolling them out more broadly in the future. 10-15 minutes each day will be spent with teams huddling around the board and discussing Key Performance Indicators. Planned go-live in hospital clinical units is November 4, 2024.

#### Tomorrow's Riverside Today - Investing Today to Support Tomorrow

- **Pharmacy Assessment**  
The Ontario College of Pharmacists (OCP) recently completed their onsite assessment of RHC's pharmacy services. An action plan has been developed and circulated to address any quality improvement opportunities. Overall, the assessment was highly positive with the reviewer recognizing considerable progress by the Team in the past year.
- **Municipal Meetings**  
The next round of District Municipal Meetings with RHC has been schedule for December 11, 2024. We have delayed these meetings to provide for additional time for more comprehensive solutions in Rainy River to be reported.

#### Striving To Excel in Equity, Diversity & Inclusion (EDI)

- **Grand Opening of New Cultural Space At LVGH**  
Gizhewaadiziwin Health Access Centre (GHAC) announced the Grand Opening of their new Cultural Space at LVGH Hospital on Thursday, October 24, 2024. GHAC's Indigenous Care Coordinator and RHC's Indigenous Liaison are both participating in this grand opening that will include snacks and refreshments, an attendance draw, and a questionnaire to share your thoughts.
- **Ontario Health Team**
  - The two foundational documents for the Ontario Health Team (OHT) have been signed, including the Collaborative Decision-Making Agreement (CDMA) and the Terms of Reference (TOR).
  - Application for Starlink funding to ensure mobile phone and internet access on the Specialist and Diagnostic Transportation Bus has been submitted.

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

Respectfully Submitted,

Diane Clifford, Board Chair

Dr. Lucas Keffer, Chief of Staff

Diana Harris, Chief Nursing Executive

Carla Larson, Chief Financial, Information & Technology Officer

Joanne Ogden, Quality Assurance & OHT Executive Lead

Henry Gauthier, President & CEO



## **Audit & Resources Committee Report – October 2024**

### **2.4.1 Financial Report – September 2024 \***





## Operating Revenue & Expense Summary

### April 1, 2024 to September 30, 2024

		April 1, 2023 to March 31, 2024	2024-2025 YTD Budget based on 2023-2024 Actual	2024-2024 YTD Actual	Overall Change	YTD Actual Percent Over(Under) YTD Budget
<b>Fund Type 1 - LHIN Funded - Hospital Services</b>						
<b>REVENUE</b>						
LHIN - Base Funding	A-1	\$29,611,612	\$14,805,806	\$16,114,672	\$1,308,866	8.84%
QBP Funding	A-2	\$1,779,637	\$889,819	\$1,077,291	\$187,473	21.07%
Other Funding (19*) - Bundled Care, Hospice, Oncology Drug Reimbursement	A-3	\$3,101,079	\$1,550,540	\$1,198,265	(\$352,275)	-22.72%
LHIN - One Time Funding	A-4	\$4,109,446	\$2,054,723	\$1,348,664	(\$706,059)	-34.36%
MOHLTC - One Time Funding	A-5	\$196,279	\$98,140	\$98,143	\$4	0.00%
Other Revenue MOHLTC - HOCC	A-6	\$752,439	\$376,220	\$363,467	(\$12,753)	-3.39%
Paymaster	A-7	\$0	\$0	\$0	\$0	#DIV/0!
Cancer Care Ontario	A-8	\$7,686	\$3,843	\$1,821	(\$2,022)	-52.62%
Recoveries & Miscellaneous	A-9	\$2,706,776	\$1,353,388	\$1,167,525	(\$185,863)	-13.73%
Amortization of Grants/Donations Equipment	A-10	\$532,945	\$266,473	\$319,621	\$53,148	19.95%
OHIP Revenue & Patient Revenue from Other Payors	A-11	\$2,183,590	\$1,091,795	\$1,020,322	(\$71,473)	-6.55%
Differential & Copayment	A-12	\$806,126	\$403,063	\$479,474	\$76,411	18.96%
<b>TOTAL REVENUE</b>	<b>A-13</b>	<b>\$45,787,615</b>	<b>\$22,893,808</b>	<b>\$23,189,265</b>	<b>\$295,457</b>	<b>1.29%</b>
<b>EXPENDITURES</b>						
Compensation - Salaries & Wages	A-14	\$21,076,566	\$10,567,155	\$11,016,303	\$449,148	4.25%
Compensation - Purchased Service	A-15	\$5,407,034	\$2,710,924	\$2,688,854	(\$22,070)	-0.81%
Benefit Contributions	A-16	\$6,206,412	\$3,111,708	\$3,431,546	\$319,838	10.28%
Future Benefits	A-17	\$11,300	\$5,665	\$16,996	\$11,331	199.99%
Medical Staff Remuneration	A-18	\$2,987,134	\$1,497,659	\$1,581,523	\$83,864	5.60%
Nurse Practitioner Remuneration	A-19	\$790,998	\$396,583	\$385,091	(\$11,492)	-2.90%
Supplies & Other Expenses	A-20	\$7,325,804	\$3,672,937	\$3,948,788	\$275,850	7.51%
Amortization of Software Licenses & Fees	A-21	\$21,158	\$10,608	\$18,600	\$7,992	75.34%
Medical/Surgical Supplies	A-22	\$1,734,822	\$869,787	\$813,343	(\$56,444)	-6.49%
Drugs & Medical Gases	A-23	\$2,802,408	\$1,405,043	\$1,236,053	(\$168,990)	-12.03%
Amortization of Equipment	A-24	\$961,599	\$482,117	\$525,069	\$42,952	8.91%
Rental/Lease of Equipment	A-25	\$195,216	\$97,875	\$112,352	\$14,477	14.79%
Bad Debts	A-26	\$109,683	\$54,992	\$68,187	\$13,195	23.99%
<b>TOTAL EXPENSE</b>	<b>A-27</b>	<b>\$49,630,134</b>	<b>\$24,883,053</b>	<b>\$25,842,705</b>	<b>\$959,651</b>	<b>3.86%</b>
<b>SURPLUS/(DEFICIT)</b>	<b>A-28</b>	<b>(\$3,842,519)</b>	<b>(\$1,989,246)</b>	<b>(\$2,653,440)</b>	<b>(\$664,194)</b>	<b>17.29%</b>

**Fund Type 2 - LHIN Funded - Counselling & Non Profit Housing Programs  
Mental Health - Case Management - Housing - Addictions - Problem Gambling**

<b>TOTAL REVENUE</b>	<b>B-1</b>	\$2,503,840	\$1,255,350	\$1,181,435	(\$73,915)	-6.26%
<b>TOTAL EXPENSE</b>	<b>B-2</b>	\$2,503,840	\$1,255,350	\$1,191,460	(\$63,890)	-5.36%
<b>SURPLUS/(DEFICIT) - DUE To LHIN</b>	<b>B-3</b>	\$0	\$0	(\$10,025)	(\$10,025)	100.00%

**Fund Type 3 - Other Ministry/Agency Funded - Non Hospital Services  
Family Violence**

<b>TOTAL REVENUE</b>	<b>C-1</b>	\$162,419	\$81,432	\$66,773	(\$14,659)	-21.95%
<b>TOTAL EXPENSE</b>	<b>C-2</b>	\$162,419	\$81,432	\$66,773	(\$14,659)	-21.95%
<b>SURPLUS/(DEFICIT) - DUE To Other</b>	<b>C-3</b>	\$0		\$0	\$0	0.00%

**Fund Type 2 - LHIN Funded - Community Support Services  
(Home Support, Assisted Living, Adult Day, Meals on Wheels)**

<b>TOTAL REVENUE</b>	<b>D-1</b>	\$2,545,041	\$1,276,007	\$1,211,315	(\$64,692)	-5.34%
<b>TOTAL EXPENSE</b>	<b>D-2</b>	\$2,545,041	\$1,276,007	\$1,211,315	(\$64,692)	-5.34%
<b>SURPLUS/(DEFICIT) - DUE To LHIN</b>	<b>D-3</b>	\$0		\$0	\$0	0.00%

**Fund Type 2 - LHIN Funded - RainyCrest  
Long Term Care**

<b>TOTAL REVENUE</b>	<b>E-1</b>	<b>\$14,103,384</b>	<b>\$7,071,012</b>	<b>\$7,168,718</b>	<b>\$97,706</b>	<b>1.36%</b>
Compensation - Salaries & Wages	E-2	\$8,125,442	\$4,073,852	\$4,600,529	\$526,677	11.45%
Compensation - Purchased Service	E-3	\$5,838,915	\$2,927,456	\$1,752,446	(\$1,175,010)	-67.05%
Benefit Contributions	E-4	\$1,763,012	\$883,921	\$954,251	\$70,330	7.37%
Nurse Practitioner	E-5	\$450,783	\$226,009	\$188,553	(\$37,456)	-19.86%
Medical Staff Remuneration	E-6	\$45,852	\$22,989	\$23,076	\$87	0.38%
Supplies	E-7	\$1,552,601	\$778,427	\$736,630	(\$41,797)	-5.67%
Service Recipient Specific Supplies	E-8	\$0	\$0	\$0	\$0	0.00%
Sundry	E-9	\$1,565,698	\$784,994	\$786,969	\$1,975	0.25%
Equipment	E-10	\$593,958	\$297,793	\$203,424	(\$94,369)	-46.39%
Contracted Out	E-11	\$81,076	\$40,649	\$28,131	(\$12,518)	-44.50%
Building & Grounds	E-12	\$420,869	\$211,011	\$247,328	\$36,317	14.68%
<b>TOTAL EXPENSE</b>	<b>E-13</b>	<b>\$20,438,206</b>	<b>\$10,247,101</b>	<b>\$9,521,337</b>	<b>(\$725,764)</b>	<b>-7.62%</b>
<b>SURPLUS/(DEFICIT) including unfunded liabilities</b>	<b>E-14</b>	<b>(\$6,334,822)</b>	<b>(\$3,176,089)</b>	<b>(\$2,352,619)</b>	<b>\$823,470</b>	<b>-35.00%</b>
<b>Less: Unfunded Future Benefits</b>	<b>E-15</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>
<b>Less: Unfunded Amortization Expense</b>	<b>E-16</b>	<b>\$0</b>	<b>\$0</b>	<b>\$35,848</b>	<b>(\$35,848)</b>	<b>100.00%</b>
<b>SURPLUS/(DEFICIT) excluding unfunded liabilities</b>	<b>E-17</b>	<b>(\$6,334,822)</b>	<b>(\$3,176,089)</b>	<b>(\$2,388,467)</b>	<b>\$787,622</b>	<b>-32.98%</b>

<b>Operating Surplus(Deficit) - Hospitals &amp; Long Term Care ONLY</b>		<b>(\$10,177,341)</b>	<b>(\$5,165,335)</b>	<b>(\$5,041,907)</b>
<b>Total Operating Margin - Hospitals &amp; Long Term Care ONLY</b>		<b>-16.99%</b>	<b>-17.24%</b>	<b>-16.61%</b>



## Auxiliary Report – October 2024

### Emo

No Report.

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### La Verendrye General Hospital

See attached.

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### Rainycrest

No Report.

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### Rainy River

The Rainy River Auxiliary met on September 4<sup>th</sup> and October 2<sup>nd</sup>, 2024, with the following highlights:

- Our auxiliary donated \$50.00 for the penny table at the Foundation Fall Gala.
- Our auxiliary reserved two tables at the September Rainy River Walleye Tournament, where Nevada tickets and Tuck Shop merchandise were sold. It was a successful fundraising event.
- The painting of “The Ark” was raffled at Railroad Days and netted a profit of \$1,042.20 for our auxiliary. The Porch Sale that was held at the Rainy River Health Centre was also a very successful fundraiser. Tuck Shop items were sold there and netted \$510.60.
- A wreath has been purchased for the Rainy River Remembrance Day service.
- Planning is beginning for our annual Christmas Bazaar taking place on December 7<sup>th</sup>, 2024. There will be a penny table, silent auction items, Tuck Shop merchandise, the quilt raffle draw and, of course, delicious pies and refreshments.

**La Verendrye General Hospital Auxiliary  
Executive Minutes  
October 1st 2024**

**Call to Order:** The Meeting was called to order at 1:31pm

**Attendance:** Marnie C, Linda B, Linda P, Donna P, Jan B, Susan S, Diane G, Janice M, Maureen R, Margie G, & Carla B  
**Regrets:** Linda Beadow, Irene L.

**Auxiliary Pledge:** Recited by all.

**Declaration of Conflict of Interest:** None

**Approval of Agenda:** Approved

**Minutes of September 3rd 2024:** Accepted and approved as circulated

**Treasurer's Report:** Accepted and approved as circulated. Total Hospital Auxiliary Fund Balance as of September 30th 2024 is \$97,943.08.  
It was suggested to present ½ of the 2024-2025 pledge amount at the "Spirit of Christmas" event on December 1st 2024.

**Correspondence:** Acknowledgement of bursary from high school.

**Directors Reports:**

- **Foundation: Marnie:**  
Marnie was unable to attend the Foundation meeting. A meeting chaired by Allison Cox is planned with the Auxiliary reps to decide on volunteer recognition. There will be an update about this at the next meeting.
- **Gift Shop: Jan B & Sue S:**  
The shop continues to do very well. The shop inventory is rotating well too. Donna Kowalski brought in Fall crafts.
- **Membership: Linda Beadow:**  
91 members, or about ½ of the membership have paid their membership renewal to date.

**Courtesies: Donna P:**

A sympathy card sent to Marnie Cumming on the passing of her Mother.

- **Social Activities: Diane G:**  
The 1st Coffee & Conversation meeting of the year was held September 9th 2024 at the Senior Centre. There was a small turnout. Linda Plumridge chaired the meeting. A discussion was held regarding the upcoming "Spirit of Christmas" fundraising event to be

held on December 1st. 2024. Membership form and welcome back letters were handed out to volunteers for delivery.

- Director's at Large: Margie, Carla, Maureen:  
No Report

Patient Services: Diane Albright, Janice Mundle:

A total of 11 babies were born in the month of September. Member June Parnell called to ask about the Auxiliary resuming patient tray favours for holiday events. Marnie will follow up with nursing staff and also inquire about providing a special favour at Christmas for long term patients.

**Unfinished Business:**

- A work bee is planned at the Hospital for October 3rd 2024 at 1:30pm to sort through, to clean up and clean out Auxiliary storage rooms.
- "Spirit of Christmas" fundraising event  
Planning is well underway. So far, many volunteers have come forward to help in area's needed. There will be a planning meeting for volunteers for this event, to be held at the Senior Centre on Monday October 21st 2024 at 1:30 pm

**New Business:** None

**Adjournment:** At 2:45pm.

Next meeting on Tuesday November 5th 2024 at 1:30pm