

Board Meeting Highlights October 2021

Deep River and District Hospital
Four Seasons Lodge
North Renfrew Family Health Team

Education Session

- William Willard, Vice President of Operations & Chief Financial Officer delivered a presentation on the 2022-2023 budget, which will also be presented to our Fiscal Advisory Committee next week.
 - The Fiscal Advisory Committee is a Sub-Committee of the Board of Directors, which meets annually and includes representatives from all union groups, non-union, management, Board of Directors, and the community. The Committee offers an opportunity to provide education on the organization from a financial and statistical viewpoint, as well as to share future changes and to gather valued input from stakeholders.
 - With the budgeting process beginning in August, a review of prior year including service levels, utilization statistics, etc. is used to create a draft budget for submission to the Ministry in November. This draft reflects known changes and provides the financial challenges that needs to be addressed over the coming months to achieve a balanced budget.
 - The first draft of the budget, which is due at the end of next month, will include the known changes for the next year and a number of assumptions, and is currently showing a deficit of \$83,751. As we continue to work on building the budget, the Board and Senior Team will continue to request input from staff and stakeholders on both revenue generating and cost saving ideas.

COVID-19

- COVID-19 Vaccination Requirements – Staff, Visitors and Contractors
 - Mandatory vaccination requirements came into effect October 15th for staff, physicians, volunteers and contractors at all hospitals in the region. These requirements do not apply to patients seeking care, and there are exemptions including parents of a child seeking care, for example.
 - Delays in construction are anticipated due to a lack of vaccinated contractors to continue with current projects – delays still being determined.
- COVID-19 Community Testing
 - A request was received for our organization to support an increase in COVID-19 testing in conjunction with paramedics. Swabbing clinics will be held every week from 2:00 pm – 3:00 pm at the paramedic bay through RC VTAC, alternating between Wednesdays and Thursdays.

Board

- Board sub-Committees have resumed for the 2021-2022 year, and reports were received from the Patient & Family Advisory Committee, the Strategic Planning & Relationship Committee, the Governance Committee, and the Long-Term Care Development Committee.
- New Board Members, as well as existing Members, are participating in the Ontario Hospital Association's "Governance Essentials for New Directors" education program virtually.
- The Board of Directors moved to establish a Fundraising sub-Committee to support the fundraising needs of the organization moving forward, including but not limited to the launch of a major \$1,000,000 campaign to support the LTC Development Project.

Auxiliary

- The Gift Shop has resumed operations in keeping with COVID safety restrictions. Volunteers have been welcomed back into the Four Seasons Lodge Long-Term Care Home to support indoor and outdoor resident focused activities, and are planning for upcoming holiday activities in the Home.

Health Campus Updates

Budget 2021-2022

- At the end of August 2021, consolidated operations show a slight surplus of revenues over expenses of \$4,403.
- An announcement of long-term care Funding by the Minister of Long-Term Care was made in relation to funding in a staged approach to meeting the 4-hours of direct care for residents in long-term care by 2024-25. The details of this funding outline monthly increases and targets for direct care hours over the next 4 fiscal years.

Communications

- A new trial committee structure was started this month, with the goal to increase efficiency and responsiveness of clinical operations across the organization. The *Clinical Operations Committee* is similar to the structure used by the Emergency Operations Centre Clinical Sub-Group throughout the pandemic, and includes the functions of the Medical Advisory Committee as well as a large number of clinical committees. The structure and functioning of the group will continue to evolve as lessons are learned.

Capital Updates

- Delays are ongoing in relation to capital projects, as a result of both supply chain issues and vaccination status of contractors.
 - Electrical Service Upgrades – Electricians were onsite over this past weekend to remedy a problem with the breakers that was identified during last week's power outage. The final outage was scheduled for October 28th, and following this outage the upgrades will be completed with only final site clean up and final removal of old equipment outstanding
 - Negative Pressure System - This project has multiple trades working through a general contractor, with many trades not having fully vaccinated staff and as such are unable to enter the building. The completion date of the project has shifted from mid-October to an anticipated mid-December completion.

Diagnostic Imaging

- The transition to a remote radiology reading service (Real Time Medical – RTM) is underway to provide reading services for Diagnostic Imaging. Go Live for the project was planned for October 25, however was delayed as a precautionary measure due to a cyber security incident at a neighboring hospital.

Epic- Hospital Information System Transformation:

- Leads and subject-matter experts for the project are actively engaged in working groups in the coming months to design the transition to Epic workflows. Over 19 working groups are engaging individuals from across the organization to support initial information gathering and sharing with The Ottawa Hospital team to proceed with system build.
- Phase 2 is scheduled to begin in October 2021, with active structure, design and build beginning. Training is anticipated to begin mid 2022, for a system Go Live November 2022.

Health Human Resources

- Progress on the goal towards 100% completion of full-time and part-time staff over one year having completed a Performance Appraisal by March 31, 2022 is underway, with the leadership team reaching 30% completion as of September 30th. Plans are in place for leaders to reach the objective by fiscal year end.
- A *Corporate Learning Policy* has been developed, approved and shared with the staff and unions. The policy outlines requirement for all staff to meet mandatory education requirements, and provides processes to ensure compliance. This policy will provide support for legislated training requirements to be completed, as well as processes to support mandatory Epic training anticipated to start in 2022.

Long-Term Care Development

- Discussions are ongoing with the Ministry to continue progressing towards approval, licensing, financing, and community engagement. A project Communications Plan has been submitted and reviewed by the Ministry with formal approval and acknowledgement pending.
- Presentations to Municipal and County Councils are underway, and will be completed by the end of November. At that time, we expect Public Consultation to begin, as well as the soft launch of the fundraising campaign to support the Long-Term Care Development.
- The RFP for a Long-Term Care Project Manager has been completed, with a fully executed contract now in place. Onboarding of the Project Management Team will occur throughout the end of October and beginning of November.

Ontario Health Team (OHT)

- A Collaborative Decision Making Agreement (CDMA) and an identified fund-holder for receipt of initial year one support funding were identified and submitted to the Ministry by the September 30th deadline.
- The OHT 'post-application working group' is undergoing the transition to the OHT Steering Committee. The group has initiated the search for OHT administrative support and project management support to initiate year one priorities, including action on identified population health priorities and naming of the OHT.