

# Board Meeting Highlights September 2023

Deep River and District Hospital  
Four Seasons Lodge Long-Term Care Home  
North Renfrew Family Health Team

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## Education Session

Ottawa Valley Ontario Health Team Activities Update

*Janna Hotson, President and CEO*

- Janna provided a presentation on current activities of the Ottawa Valley Ontario Health Team (OVOHT), and of the organization's support and participation in OVOHT activities. An overview was provided of current OVOHT activities, the 2023-2024 Work Plan and key activities, membership, focuses for the new equity, diversity, and anti-racism table and navigation tables, and the Ministry's recent OHT acceleration announcement.
- Janna shared that DRDH is actively participating in a number of groups and Committees within the OVOHT to drive forward initiatives in collaboration with our partners. The investment of the Leadership Team into the work of the OVOHT was discussed as critical to ensuring that our patients, residents, staff, and community's perspectives are heard in the transformation of our health system.

## Board

- In early September, the Board participated in annual refresh orientation and education, including a tour of the organization. Education included a review of the organization's operations, governance essentials, quality framework, and person-centered care approach.
- In recognition of Residents' and Family Council Week, which took place from September 11-17, 2023, a video message was shared directly with the Board of Directors from the Four Seasons Lodge Council President. In the video, the President speaks about the importance of the Residents' and Family Council within the Four Seasons Lodge, as well as the Council's role in choosing and testing recipes, recent recipes that have been popular, education the Council has received, and the recent improvements that the Council has helped to make to the resident dining experience.
- The Governance Committee of the Board shared their work reviewing the Governance Standard Action Plan for the organizations' upcoming Accreditation Survey. The Board will be participating in a mock survey to assist in preparing for the survey in October.
- The Governance Committee also shared the results of a recently conducted review of the governance structure of the organization, and made recommendations to adjust oversight to ensure the voice of primary care is heard at the Board, as well as to ensure support and oversight of capital projects as they progress.
- Board Members were offered the opportunity to participate in upcoming education from the Ontario Hospital Association. The OHA Hospital Governance for New Directors will be offered as a three part virtual series again this year, and all Board Members were encouraged to participate.
- The Board of Directors reviewed the organization's approach to compensation under the ethical framework, and reviewed recommendations for an adjusted compensation approach to promote equity amongst all areas of the organization.
- The Board of Directors approved the finalized 2023-2027 Strategic Plan for the organization, including a draft communication plan for public launch of the plan this fall.

## Foundation

- The Closer to Home campaign has reached a major milestone, having raised over \$1 million, which is over 40% of the campaign goal. Pushing the campaign over the \$1 million mark was a significant \$225,000 major gift received from a local anonymous donor.
- The Foundation recently received a grant from the Community Services Recovery Fund through the Government of Canada, which is aimed at creating more resilient organizations and will be used for future planning for the Foundation.
- A call was shared for expressions of interest for new Board Members, which generated a number of applications.

## **Health Campus Updates**

### Budget

- The organization experienced a surplus in Q1 of \$2,539, which is a positive variance to a projected budgeted deficit in the first quarter of the year. Ongoing financial pressures remain related to Emergency Department Physician coverage and ongoing escalated costs, and will remain a point of close monitoring for the team.

### Building Services

- Work on the roof is well underway with the removal of solar panels now complete. The solar panels will be stored while the roof is replaced and will then be reinstalled on completion. It is planned that crews will be onsite throughout the month of October to strip the roof and work on replacement. Contingency plans are in place if we receive early snow, with the goal to complete the majority of work before the winter sets in. It was noted that reinstallation of the solar panels may not be able to be completed before winter, and will instead take place in the spring.

### Diagnostic Imaging

- The Diagnostic Imaging Department was successful in the implementation of Ocean eReferral Network. This enhanced integration supports electronic referral from primary care across the region to Diagnostic Imaging at DRDH.

### Emergency Preparedness

- The annual Code Green evacuation drill in the Four Seasons Lodge was carried out in July. The drill was observed by our partners at the Deep River Fire Department, the Town of Deep River, and the North Renfrew Long-Term Care Centre. Our team worked very quickly and was able to safely evacuate all residents and complete all actions within the required time-frame.
- Information was shared about the organization's recent Code Grey as a result of a failure with the overhead paging system. It was noted that following a risk assessment and consideration of safety risks related to internal communication of emergency incidents, a decision was made to enact our Emergency Operations Centre to coordinate response to the code. It was also shared that the failure was related to equipment, which has now been resolved, and back-up parts have been secured to mitigate impacts of any future failures.
- In partnership with the Town of Deep River, education for DRDH emergency response team members on the Incident Management System will be held this fall to increase organizational capacity for emergency response.

### Emergency Department

- The Board received a report from the Chief of Staff, Dr. Michael Sage, regarding Emergency Department coverages. Despite challenges in physician coverage over the summer, the organization has been able to maintain 24/7 operations in the Emergency Department, which is a significant accomplishment. However, risks of closure are anticipated to remain as we move into the fall.
- The organization successfully implemented the HEADS-ED pediatric mental health assessment tool in July. In collaboration with regional partners, the program provides coordinated support to identify mental health risks in children and youth greater than 6 years of age and refer the patients at risk to appropriate resources.

### Family Health Team Capital Development

- The Board of Directors approved an updated project budget for the Family Health Team Capital Project. The Board also received the results of procurement for the enabling site preparation work construction as well as the general contractor construction work. The Board approved awarding both contracts, and proceeding to submit to the Ministry of Health Capital Division our organization's request to award construction contracts for the build.

## Human Resources

- The quarterly Leadership Development Institute took place in September, where both formal and informal leaders from across the organization came together to discuss employee experience and the development of Employee Value Proposition for our organization. It was noted that in discussions surrounding what keeps our team members working at DRDH, their responses about our strong culture, team, and growth were very much in line with our forthcoming Strategic Plan.

## Infection Control & Occupational Health

- Provincial and regional preparations are underway for an anticipated increase in illnesses this fall season. It is not anticipated that there will be provincial mandates related to masking or vaccination this fall. The organization is preparing for its annual influenza campaign for staff and families, in advance of the upcoming respiratory season.

## Nursing

- A Briefing Report was presented containing a formal evaluation for previously approved staffing adjustments for nursing services in April of 2021. Information on key performance indicators was reviewed with the Board to evaluate the impact of adjustments based upon the two-staged nursing staffing adjustment implementation in April 2022 and January 2023. Allison Lepack, Chief Nursing Executive, shared that the percentage of RN FTEs vacant and reposted has moved from 24% in Q1 2021, to 3% in Q1 2022, to 9% in Q1 2023, to now having no vacancies other than standing casual postings. Allison shared that the percentage of RPN FTEs vacant and reposted has also moved to having no vacancies other than standing casual postings. The success of a 0% vacancy rate across nursing roles was highlighted, as this is not commonly achieved at other healthcare organizations across the region or province. Multiple indicators were reviewed that demonstrated the success of the program and the improved health of the nursing workforce, including significant decreases in overtime hours worked, and significant increases in measures of employee satisfaction over the past three years, despite current recruitment and retention challenges in the healthcare sector. It was also noted that overall, there has been an increase in 4 FTE in the nursing department under the Recruitment & Retention Initiative Proposal since 2021.

## Quality

- The new electronic patient experience survey for emergency and inpatients went live in July, and response rates for the survey have already increased significantly. A Briefing Note regarding the patient experience survey is under development, and will be shared with the Quality, Risk, and Safety Committee