

Board Meeting Highlights January 2023

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

Education Session

Privacy in Healthcare

William Willard, Chief Financial Officer and Vice President of Operations

- William delivered a presentation on privacy in healthcare and the obligations for Directors. Legislative requirements for collection, use, and disclosure of personal health information were shared, as well as annual and incident based reporting obligations. Information was shared about risks to healthcare organizations in relation to privacy and cyber risk, including business continuity, financial loss, legal consequences, and risks to reputation. Risk mitigation strategies were also shared, emphasizing that prevention is the best strategy.

Board

- The Board received a report from the Governance Committee outlining work underway related to updates of the corporations' by-laws related to the Ontario Not-for-Profit Corporations Act (ONCA) and other legislative changes. Revised bylaws and board policies will be presented by to the Governance Committee in March, for later presentation approved by the Board of Directors in June.
- The Governance Committee additionally reviewed the year-end Ethics Report, and provided an update on governance ethics education plans for 2023. The Board will be also be planning for a facilitated ethical workshop, using the organization's ethical framework to review governance decisions.

Quality:

- A Patient Safety Story was shared with the Board related to non-urgent Patient Transfers. The story included background information on the Renfrew County Paramedics' history of providing non-urgent patient transfers and critical support in the County, as well as system pressures causing current delays in the availability of this service. Incidents of delays, cancellations, and difficulty in obtaining transport for patients that need specialized care, including diagnostic or cardiac care, were shared with the Board to highlight the potential risks in unreliable patient transport services. The Paramedic Service has been working with partner hospitals over the last few years to attempt to manage and provide appropriate non-urgent transfer service for the County, as this is part of their funded mandate, however significant challenges in obtaining reliable and critical transfer services for patients to travel between hospital sites remains a current and pressing challenge.
- It was noted that in the Deep River area, there are no private companies that can be used as an alternative to paramedic service to transfer non-urgent patients between hospitals. Discussions continue on options for a regional solution, as health system needs are increasing, resulting in a greater need for non-urgent patient transfers.

Foundation

- The *Closer to Home* campaign has now reached over 17% of the campaign goal!
- Room is still available for teams to register for the curling bonspiel event coming up on March 4, with registration by donation. WCCT will be matching donations made, up to \$5,000.

Health Campus Updates

Budget 2023/2024

- William Willard, Chief Financial Officer, provided a presentation on the draft 2023-2024 budget. The presentation included an overview of the assumptions used when developing the budget, including items such as increased volumes in emergency, updated market rates for supplies, benefit cost increases, wage increases per contracts, and a minor base funding

increase. As a result of significant efforts and discussions with funders, the initial budget position developed in November reporting a deficit of approximately has now shifted to a surplus position. The Board approved the 2023-2024 budget as presented.

Building Services

- Rainwater Drainage Project minor work to remediate deficiencies on the rainwater drainage project will be completed in the spring. At this time, final sign off will be given by the architect.
- A project plan for replacement of all windows and exterior doors, including the motorized, sliding doors at the front entrances, has been approved to proceed. Work will be completed prior to March 31, 2023.

Epic – Hospital Electronic Health Record Launch

- The project continues in the Optimization Phase, which is focused on ongoing integration of equipment. Throughout January, the organization's participation in ongoing Atlas Alliance working groups began, and plans for sustainability are under development.

Family Health Team

- The Primary Care Patient Experience Survey was launched for Family Health Team patients in early December. The survey is active until January 31, 2023, with results expected in February, 2023.

Family Health Team Building Development

- An updated cost estimate has been received for revised design drawings. Discussions on cost sharing for the expanded building with the Ministry of Health – Capital Development Branch are underway. Ongoing design development continues to advance the project, with the goal to submit overall site planning for review by mid-February.

Human Resources

- The organization's refreshed Attendance Support Program went live January 1, 2023. Attendance profiles will be generated in April, with first attendance support meetings to occur that month. Additional management coaching training will occur in March to support go live of attendance support meetings.
- Janna Hotson, CEO, provided a presentation on the draft Long-Term Care (LTC) Health Human Resource (HHR) Plan that was created to guide multi-year activities to scale up DRDH's workforce in advance of the new LTC development. The presentation included an overview of key takeaways from the LTC HHR Plan, approach and framework, an overview of the draft plan, and next steps. The Board approved the LTC HHR plan as presented.

Long-Term Care Development

- Following submission of the Statement of Readiness to the Ministry of Long-Term Care in December, notice was received in December 2022 from the Minister of Long-Term Care that the project has been confirmed as eligible to receive Construction Funding Subsidy top-up funding for 86 long-term care beds under the new Long-Term Care Home Capital Development Funding Policy, 2022.
- Feedback from the initial review of preliminary plans submitted to the Ministry of Long-Term Care has been incorporated into revised design and resubmitted for technical review. Feedback from the second technical review is anticipated before the end of January. Work to progress the working drawings for submission actively continues, and remains on schedule. Stakeholder design sessions will continue throughout January and February to advance the functional programming and design.

Long-Term Care

- Four Season's Lodge Medical Director, Dr. Noulty, attended and provided a report on long-term care operations. Dr. Noulty shared that during the COVID-19 outbreak in the Four Seasons Lodge, no residents had to be transferred to the hospital for care. She also shared

that the computerized physician order entry (CPOE) into the Point Click Care system is going well, and the Four Seasons Lodge is the first home in the province to be using this advancement in long-term care. Dr. Noulty also highlighted the recent changes to the menu, which are being very well received by residents.

Occupational Health & Infection Control

- The COVID-19 outbreaks on the Inpatient Unit and in the Four Seasons Lodge have both been cleared over by Public Health. The outbreak in the Four Seasons Lodge was our first throughout the pandemic, and was very well managed to minimize impact and spread. Both a resident and family member were involved in the debrief process, which was very valuable to help identify lessons learned.

Quality

- An MOU has been signed and process initiated within Atlas Alliance to implement a new Patient Experience Platform through Qualtrics. In coordination with the Ontario Hospital Association, 50 member hospitals have initiated the procurement process for the Qualtrics XM platform. A full update will be provided to Quality, Risk & Safety Committee of the Board on the platform and program to be implemented in collaboration with Atlas Alliance and provincial partners.
- A Quality Story was shared with the Board in relation the recent outbreaks on the medical and long-term care units. The story included retrospective review of the outbreak, including factors that impacted the initial outbreak occurring and spread, as well as improvement actions taken as a result of the review to prevent further occurrences. The quick and responsive action of staff was highlighted as critical in early identification and effective management of both outbreaks, as well as in the organization's ability to clear the outbreaks as early as public health policies allow.

Respiratory Surge – Emergency Operations Resolved

- The organization's Respiratory Surge Emergency Operations Center (EOC) that was enacted in November to coordinate response to the sustained surge in respiratory viruses and pressure on acute care has been stood down. While there remains high volumes of respiratory viruses circulating in the general population, the number of children impacted and in need of hospital care continue to decline. Ontario Health East has reversed direction previously issued for all hospitals to accept patients aged 16 and over, however direction remains for all acute care hospitals to create surge space up to 120%. The medical inpatient unit has added capacity to address local and system surge, and will retain this as long as the provincial direction remains in effect. A formal debrief on emergency response to the respiratory surge will be completed next week.