



**Creating healthier
communities. Together.**

Meeting Highlights

Quinte Health Board of Directors

September 27, 2022

North Hastings Hospital

New Strategy

Earlier this month, Quinte Health shared its [2023-28 strategy](#), including refreshed values. The strategy was created to provide hope and direction to create a brighter future. It provides a solid foundation to impact every patient experience and shape each decision we make at Quinte Health over the next five years. It is dynamic enough to allow for adaptation as we learn and as the world around us evolves, and can be easily adopted at every level of our organization, enabling individuals, programs, teams, and leaders to have the power to advance.

Board Chair Nancy Evans points out in her report, “Advancing the health of our communities will require more collaboration with those engaged in health-related mandates, but also beyond to those that support the growth, civic life, and social dynamics of our region.”

Values in Action

At the beginning of each meeting, the Quinte Health Board of Directors recognize members of the Quinte Health team, through the “Values in Action” award, highlighting the contributions of team members who are exemplifying one or more of Quinte Health’s values of: Imagine it’s you; Value everyone; We all make a difference; and Stronger together. This meeting, the Board recognizes the efforts of our team at North Hastings Hospital (NHH). There have been other hospitals in Ontario, particularly small hospitals in rural areas, that had to close their Emergency Departments at times this summer because they could not staff the department. These unprecedented closures are incredibly concerning for our provincial health care system. Over the summer, the North Hastings team was nothing short of heroic as they strived to ensure residents of the area, and the many seasonal visitors, had access to 24 x 7 Emergency Department services.

Demands continue on Quinte Health teams

Quinte Health remains under significant and worrying pressure from the combination of heightened demand on our services, continued health human resources challenges, and the ongoing impact of COVID-19. In her report, Chair Nancy Evans highlights the extraordinary level of stress on our teams – working extra shifts, carrying large patients loads, working short-handed, and still navigating outbreaks. She points out the need to work with the community, the health care sector, and the government to achieve long-term solutions.

Successes despite challenges

In her report to the Board, President and CEO Stacey Daub points out the many success stories and sources of pride across the hospitals, including the work of the Quinte Health surgical team in reducing backlogs, our diagnostic imaging teams advancing several improvements to support access and improving booking and imaging wait times for patients. The senior leadership team took time this month to thank the teams through the staff appreciation barbecues at each of the hospitals.

Actions underway to prepare for difficult fall and winter

While a difficult fall and winter is anticipated for the entire health system, President and CEO Stacey Daub is confident that Quinte Health teams and partners are putting the right strategies in place as planning for a difficult respiratory

season continues. We are anticipating high COVID activity through the fall and winter, combined with a return to a more normal influenza season. With the bivalent vaccine available sooner than expected for Ontarians we will continue to encourage everyone to stay up-to-date on their vaccinations as the best prevention against severe COVID illness and hospitalization.

Our patient volumes at Quinte Health have grown substantially over the past six years, outpacing our ability to recruit physicians. A critical area of focus for Quinte Health is ensuring the sustainability of our Internal Medicine and Family Medicine programs.

A number of other initiatives are underway to help patients get the right care in the right place including:

- Engaging extensively with the Hastings Prince Edward Ontario Health Team (HPE OHT) including a chronic obstructive pulmonary disease (COPD) remote care monitoring program to augment primary care and provide ongoing care and monitoring of patients in the community so they do not require acute care. This program is in partnership with primary care, Home and Community Care Support Services (HCCSS) and the Ontario Health (OH) East digital team.
- Quinte Health operates 15 transition beds at Quinte Gardens and will open an additional 5 beds for a total of 24 to free up acute care hospital beds.
- Virtual care program for unattached clinical triage assessment score (CTAS) 4 and 5 patients presenting to the emergency departments in partnership with Gateway Community Health Centre (CHC) and the Belleville Nurse Practitioner Led Clinic (BNPLC).
- Quinte Health mobility rapid response team to support early discharge or avert an admission for an individual who would benefit from more timely and intensive therapy towards restorative care in collaboration with Quinte District Rehab Services and Home and Community Care Support Services (HCCSS).

Efforts to recruit staff

Quinte Health currently has 249 vacancies for staff positions. However, there has also been considerable success in recruitment. A total of 321 new staff members have joined Quinte Health so far in 2022, including 221 clinical staff. We have had 249 staff leave QHC this year, creating a net increase of 72 staff. We still have a heavy reliance on agency nurses which has allowed us to keep all services and departments operational throughout the summer, while also allowing staff to take much needed vacation time. The refreshed Quinte Health branding will support our recruitment efforts. The Careers section of the web site and social media tools are being updated to attract out-of-region staff and physicians.

Resignation of Board Member

On September 6, 2022, Aileen Edwards unfortunately needed to provide her resignation to the Board Chair, which created a mid-term vacancy on the board. Aileen's term was scheduled to end in 2024. The position will remain vacant for the remainder of this board year, to allow for a proper recruitment and selection process. In the report of the Chair, Aileen is thanked for her service on the Quinte Health Board of Directors.

Values in Action – North Hastings physician group

At the beginning of each meeting of the Quinte Health Board of Directors, we take a moment to recognize members of the Quinte Health team. Through the “Values in Action” award, we highlight the contributions of team members who are exemplifying one or more of Quinte Health’s values of: Imagine it’s you; Value everyone; We all make a difference; and Stronger together.

Today, we would like to take a moment to highlight the efforts of our team at North Hastings Hospital (NHH). There have been other hospitals in Ontario, particularly small hospitals in rural areas, that had to close their Emergency Departments at times this summer because they could not staff the department. In fact, The Toronto Star recently reported that since July 2nd, Ontario hospitals have had to temporarily close their emergency departments 86 times due to staffing shortages.

These unprecedented closures are incredibly concerning for our provincial health care system. While there were certainly times this summer that we felt the pressure, the North Hastings team was nothing short of heroic as they strived to ensure residents of the area, and the many seasonal visitors, had access to 24 x 7 Emergency Department services.

Tammy Davis, North Hastings Hospital Lead and Manager of Patient Services, expressed her gratitude for the extraordinary efforts of the physician group. She said, “The North Hastings physician group as a whole has been the reason that we had and continue to have 24/7 coverage of Emergency Medicine and other essential services in our community. In spite of COVID, and the loss of a local physician who worked in the ER and had a large family practice, the local North Hastings physician group worked together to take on additional patients, pick up extra hospitalist and ER shifts, and take on additional community patient care services such as providing physician leadership, and supporting the COVID Assessment Clinic, the Community Vaccine Clinic and the Hospice.”

Tammy went on to say that she is incredibly proud of the physician group for the quality of care they provide to the complex patient cases they see at North Hastings Hospital. She also recognized the partnership that the hospital has with the Bancroft Community Family Health Team, in particular Executive Director Sandra McGrath. Tammy said, without Sandra’s leadership and support we would not have accomplished great things for our community, such as better utilization of Hospice beds, which has provided relief for the hospital’s bed pressures.

Kim Bishop is the Chair of the North Hastings Fund Development Committee and Vice Chair of the Bancroft Family Health Team Board of Directors. Kim recognizes how fortunate the community is to have such dedicated physicians - committed to the health of the community. “We know how exhausted you are and how many times your families sacrificed plans so you could help provide care to patients that needed you. We know how many times you stepped up for your community. On behalf of the community, we are grateful for all of you.”

Dr. Colin MacPherson, Quinte Health’s Chief of Staff echoed Tammy’s sentiments, stating, “Our North Hastings physicians exemplify the best of rural medicine. This is a highly collegial group who are dedicated to their community and to each other. They have consistently stepped up on **no** notice to keep our emergency department and other essential services open and available to their community. They really work to each other’s strengths to provide the best care possible as a group. They prove that we are “stronger together.” In their teamwork and their dedication, they are a model and inspiration to me and many others.”

The Board of Directors acknowledges the remarkable team of staff and physicians at North Hastings Hospital, and all four Quinte Health hospitals, for their continued efforts during this extremely challenging time of unprecedented demand for care, and a province-wide staffing crisis. We thank you.

We have some members of the North Hastings physician group here today and we’d love to have you accept the Values in Action Award on behalf of the group.

**Quinte Health Care
Board of Directors Meeting
June 28, 2022**

A meeting of the Board of Directors of Quinte Health Care was on Tuesday, June 28, 2022 at the Belleville General Hospital. N. Evans chaired the meeting.

Present: Nancy Evans, Chair
Lisa O'Toole, Vice-chair
John Kearns, Treasurer
Janet Dalicandro
Andrew Fleming
Gary Hannaford
Patrick Johnston,
Peggy Payne
Ross Rae
Christian Sauvageau
Stacey Daub, President & CEO
Dr. Colin MacPherson, Chief of Staff (via teleconference)
Lina Rinaldi, Chief Nursing Executive

Regrets: There were regrets from Aileen Edwards and Tamara Kleinschmidt
Guests: Gary Mitchell

Staff Present: Jeff Hohenkerk
Susan Rowe
Bill Tottle
Gina Johar
Catherine Walker
Olivia Maynes, recorder

1.0 Call to Order

N. Evans welcomed everyone, acknowledged members of the media and called the meeting to order at 2:00 p.m.

1.2 Land Acknowledgement

N. Evans shared a land acknowledgement, recognizing the land on which QHC operates has been a site of human activity for thousands of years and is the traditional territory of the Huron-Wendat, Anishinaabe and Haudenosaunee peoples.

1.1 Approval of Agenda

L. O'Toole requested the Quality of Patient Care Committee update be pulled from consent and added to the main portion of the agenda.

Motion: To approve the open session agenda of June 28, 2022
Moved by: C. Sauvageau
Seconded by: J. Kearns
Carried

1.2 Declaration of conflict

There were no conflicts declared.

2.0 QHC Values in Action Award

J. Kearns presented the values in action award to Gateway Community Health Centre and Belleville's Nurse Practitioner Clinic for being two exceptional partners of QHC. J. Kearns, on behalf of the QHC

Board of Directors, presented Karen Clayton-Babb, Chief Nurse Practitioner and Clinic Director of Belleville Nurse Practitioner-Led Clinic and Mayo Hawco, Executive Director of Gateway Community Health Centre with the values in action awards certificates.

3.0 Reports

3.1 Report of the Chair

N. Evans noted that this is the final meeting of the 21/22 Board year and next year will bring much change, not only as a result of the pandemic but also the launch of the new strategy.

N. Evans remarked that while QHC is enjoying the reprieve from COVID throughout the last month, the team is preparing for increased COVID activity in the fall/winter months in conjunction with the seasonal flu. N. Evans added that there remain focused efforts on recruitment of health human resources.

The Board discussed the ongoing capacity challenges that QHC continues to face that are not just seasonal but permanent changes in the level of activity. The Board discussed the opportunity to be innovative and focus on the advancements in digital health that can move QHC into the future.

N. Evans thanked the Foundations for their work throughout the last year and all Board members for their ongoing dedication to QHC.

3.2 Report of the President & CEO

S. Daub noted how wonderful it is to be together for the first time and meet many the Board members. S. Daub shared that the focus will be on interim priorities prior to launch of new strategy. She remarked that QHC will continue to move forward in the context of the COVID pandemic and that masking will be ongoing until at least next spring for Ontario hospitals.

S. Daub shared that volunteers continue to make their way back into the hospital setting with the help of volunteer coordinator J. Moxness.

The Board inquired if Ontario hospitals continue to look to Australia for predictions about upcoming COVID and influenza. S Daub noted that these models of predictions are no longer as reliable and QHC is working closely with Dr. Gerald Evans, from Kingston Health Sciences Centre about planning for fall/winter months.

3.3 Report of the Chief of Staff

Dr. MacPherson highlighted that although challenges remain in front of us, QHC has a very engaged leadership team. Dr. MacPherson commented on the great work of Dr. David Weinstein in cultivating connections across the organization with regards to Lumeo. Dr. MacPherson added that having Dr. Weinstein attend a future board meeting would be helpful as he has experience with health information systems, similar to Lumeo, from other hospitals.

Gary Hannaford joined the meeting at 2:33 p.m.

The Board discussed the two intensivist model and that this model provides better coverage for QHC.

4.0 Decision

4.1 Balanced Scorecard

G. Hannaford presented the short term balanced scorecard (BSC), adding that a full and redeveloped BSC will come in the fall when the new strategy launches.

The Board was reminded that the baselines are traditionally the Q4 results from the previous fiscal year. The board discussed how improvement targets are set.

Motion: **The QHC Board of Directors approves the 2022 short-term balanced scorecard metrics and targets.**

Moved by: **G. Hannaford**

Seconded by: **P. Johnston**

Carried

4.2 2022/23 Quality Improvement Plan (QIP)

C. Sauvageau presented the Board with the 2022/23 QIP, noting that the indicators were selected to align with the current short term priorities: stabilizing staffing and supporting teams; and patient flow including DI and Surgical recovery; plus work underway with the HPE Ontario Health Team (OHT).

L. Rinaldi added that there was a new addition to the QIP this year and it consisted of the addition of collaborative quality improvement plan (cQIP). QHC has chosen to include the two cQIP indicators identified for acute care and is working with the HPE OHT to understand QHC's role in the collective work to improve these metrics. The cQIP indicators are:

- Number of individuals for whom the emergency department was the first point of contact for mental health and addictions care
- Percentage of inpatient days where a physician (or designated other) has indicated that a patient occupying an acute care hospital bed has finished the acute care phase of their treatment

Motion: **That the Board approves the proposed QHC 2022/23 Quality Improvement Plan.**

Moved by: **C. Sauvageau**

Seconded by: **L. O'Toole**

Carried

5.0 Discussion Items

5.1 Response to Current Pressures

The Board discussed patient care needs for the next six to 18 months as patients are presenting to emergency departments with a higher level of acuity. S. Rowe added that during the recent Planning & Priorities with the Senior Leadership Team, Directors and Chief/Medical Directors the leadership group brainstormed and prioritized potential solutions to this mid-term resourcing and sustainability challenge.

S. Rowe noted that QHC will be increasingly looking at community partners to alleviate challenges at QHC with the ongoing health human resources challenges, however QHC must be mindful of our partner's ability to handle the additional capacities.

The Board discussed QHC's ALC rates and current emergency department wait times. L. Rinaldi shared that two new long term care homes are coming to HPE OHT region that are further down the road but that these additional resources will help decrease ALC rates. S. Daub added that it will be important to leverage our partnership with Home and Community Care to address ALC rates in the interim.

5.2 Results of Board Evaluation

The Board reviewed the results of their annual evaluation, highlighting areas of strengths and areas of improvement. G. Hannaford noted that overall every area within the survey saw a positive increase from the previous year.

G. Hannaford noted that each committee is responsible for conducting their own evaluation via the committee assessment at the end of every board year. The Board discussed how helpful it would be to go back through the results at the September education session. As the board plans for the future, a particular emphasis should be placed on the importance of diversity on the Board.

5.0 Consent Agenda

Approval of the following items was included within the consent agenda:

- 6.1 Minutes – May 24, 2022**
- 6.2 Approval of Chief/Medical Director**

Motion: That the Board of Directors approves Dr. Craig Holt as Chief/Medical Director for the Department of Critical Care.

6.3 NAC Terms of Reference

Motion: That the QHC Board of Directors approves the updated Nominations Terms of Reference.

6.4 Approval of Policy Updates

Motion: The QHC Board of Directors approves the updated policies: V-B-15 Dispute Resolution; V-B-16 Removal of a Director; and V-A-4 Director's Declaration

6.5 Approval of Audit and Resources Committee Policies

Motion: The QHC Board of Directors approves the updated policies: V-B-15 Dispute Resolution; V-B-16 Removal of a Director; and V-A-4 Director's Declaration

Motion: To approve all items within the consent agenda of June 28, 2022.

Moved by: P. Johnston
Seconded by: C. Sauvageau
Carried

7.0 Recognition of outgoing board members

N. Evans recognized J. Kearns for his ongoing contributions to the QHC Board including PECMH redevelopment, balanced operating budgets, diligence and thoughtfulness in each meeting. J. Kearns thanked the board and noted how wonderful the experience has been.

8.0 Adjournment

7.1 Motion to adjourn session at 3:15 p.m.

Moved by: J. Dalicandro
Carried

Next meeting: September 27, 2022

Action Items

- There we no action items from the June 28, 2022 meeting.

Nancy Evans, Board Chair
Board of Directors

Stacey Daub
President and CEO and Board Secretary