

**SIOUX LOOKOUT MENO YA WIN HEALTH CENTRE  
BOARD OF DIRECTORS MEETING  
held Tuesday, February 5, 2019 at 0900 hours  
in Boardroom A and B**

- Present:** Ms. Sadie Maxwell (chair), Mr. James Cutfeet, Mr. Knowles McGill, Mr. Leroy Quoquat, Ms. Joyce Timpson, Mr. Joe Meekis, Mr. Roy Spence, Ms. Heather Lee, Mr. Douglas Semple, Ms. Samantha Brooks, Dr. Barbara Russell-Mahoney, Ms. Renee Southwind (at 10:15 am), Ms. Kyra Marshall, Ms. Carole Slater (recorder)
- Regrets:** Mr. Dean Osmond, Mr. Terry Jewell, Ms. Cindy Hunt, Mr. John Cutfeet, Ms. Patricia Keesickquayash, Mr. John McKay, Ms. Teri Fiddler, Dr. Michael Kirlew
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### **Opening Prayer**

The meeting was called to order at 0915 hours. The opening prayer was given by Mr. Douglas Semple.

### **Patient Story**

Ms. Brooks shared a patient story.

### **Directors Conflict of Interest Disclosure**

There were no conflicts of interest disclosed.

#### **1. Approval of the Agenda**

The agenda was reviewed and approved as amended. One item was added to be discussed in-camera.

**MOTION #XX/19** it was moved by Mr. James Cutfeet that the board of directors approve the agenda of the regular meeting held February 5, 2019 as amended. Seconded by Ms. Joyce Timpson. **CARRIED**

#### **2. Approval of the Minutes of Meeting held July 18, 2018**

The minutes of the regular meeting held July 18, 2018 were reviewed and approved as distributed.

**MOTION #XX/19** it was moved by Mr. Knowles McGill that the board of directors approve the minutes of the July 18, 2018 regular board meeting as distributed. Seconded by Mr. Leroy Quoquat. **CARRIED**

#### **Approval of the Minutes of Meeting held September 20, 2018**

The minutes of the regular meeting held September 20, 2018 were reviewed and approved as distributed.

**MOTION #XX/19** it was moved by Mr. Leroy Quoquat that the board of directors approve the minutes of the September 20, 2018 regular board meeting as distributed. Seconded by Mr. Joe Meekis. **CARRIED**

### **Approval of the Minutes of Meetings held November 19, 2018 and November 20, 2018**

The minutes of the regular meetings held November 19, 2018 and November 20, 2018 were reviewed and approved as corrected; page 2 of the November 19, 2018 minutes to read Mr. Osmond instead of Ms. Osmond. On page 1 of the November 20, 2018 minutes under appointment of Chief of Departments to read Dr. Eric Touzin, interim Chief of Surgery and Anesthesia instead of member-at-large. Motion 35/18 will be amended to reflect this change.

**MOTION #XX/19** it was moved by Mr. James Cutfeet that the board of directors approve the minutes of the November 19, 2018 and November 20, 2018 regular board meetings as amended. Seconded by Mr. Joe Meekis. **CARRIED**

### **3. Business Arising from the Minutes**

#### **3.1 Visit to Sandy Lake and Keewaywin – Follow up**

- We had tentatively planned a visit in November 2018; however, we could not get a charter. Mr. Meekis suggested that we wait until spring possibly the month of May. The senior team will provide dates to Mr. Meekis and Mr. McKay.
- Mr. Meekis noted that a lot of planning takes place in the community to organize these visits and that we need to make sure that once a date has been decided that the visit actually take place. Dr. Russell-Mahoney acknowledged the preparations the community made and that it was unfortunate we could not make it as planned.
- It was discussed that we should look at combining a visit to Keewaywin and North Spirit Lake and visit Sandy Lake separately.
- Discussion took place regarding a possible visit to Webequie in July or August.

### **4. Round Table**

#### **Mr. Roy Spence**

- Mr. Spence reported that issues come up in the media regarding health transformation; however, the information is not getting to the communities.
- Mr. James Cutfeet reported that Mr. John Cutfeet is doing community visits; however he is not aware if a schedule of visits is available. The current focus is on community engagement. Focus groups will follow. The third visit will focus on what the Health Transformation team has heard from the communities and how the team can help implementing solutions to ensure long-term sustainability.
- Discussions are taking place on how to develop capacity in the communities and to help advocate for health in each communities.
- Mr. Cutfeet acknowledged there is a need to have a crossover with his department who deals with immediate issues. The teams have discussed using a tracking sheet to group issues into categories and develop priority plans to address them.

- Mr. Cutfeet suggested that Mr. Spence invite Mr. Ovide Mercredi and his team to visit his community as a means of getting information.
- The Ontario government is also transforming health care and their current focus is on decreasing the cost of health care. We will see over the next months what this will look like.

#### Mr. Joe Meekis

- Mr. Meekis expressed his concerns about the Ontario government's move and how it will affect the hospital and the impact it will have on people.
- Mr. Meekis reported that he has been asked by his Chief and Council to look into the status of patient who has been in the hospital since November. Ms. Brooks and Mr. Meekis will further discuss this after the meeting.
- It was noted that some family members will think their elders are not getting the help they need and that providers do not always help the elders as much as they should, so it is important to get them involved.

#### Ms. Joyce Timpson

- Ms. Timpson expressed her concerns with the crisis in recruiting PSWs. Confederation College does have a strategy to increase the number of PSWs.
- Ms. Brooks noted there is a coalition with the LHIN who is looking at this regionally; however, this has been on hold with the recent changes at the LHIN.
- Ms. Timpson asked if anyone knows what the Kenora new hospital will look like and if they are going to be a tertiary hospital. Ms. Lee explained they are looking to have something similar to SLMHC. They have only been approved for planning at this time.

#### Ms. Sadie Maxwell

- Ms. Maxwell is also concerned with the lack of PSWs for the north. She has been working with the government to get funding for an intake; however, it is a long process. Training is a longer process for PSWs working in the north because they often need to bring patients out of the community.

#### Mr. Douglas Semple

- The LHIN has approached SLMHC to be the lead on First Nation cultural training.
- Mr. Semple has been made aware of derogatory comments made towards a First Nation patient from staff at a regional hospital. He noted that racism is not to be accepted. He is asking the board to send a letter to the CEO of the hospital to let them know this type of behaviour is not to be tolerated. We want to communicate the message with a positive approach and suggest improvements to help patients and families with the support they need.
- Ms. Maxwell reported that no one should be treated disrespectfully no matter the colour they are. There should be some strength in the letter. We are the champion for cultural training and they need to know we feel this issue is unacceptable. Maybe recognize that we had a discussion at the board level in the letter. In the meantime, Mr. Semple will follow up with the person who posted the issue on social media.

- Mr. Meekis noted that it is disconcerting to hear stories like these.
- Mr. McGill noted that we could refer to our cultural program in the letter and offer to provide the training to their staff.
- Mr. Quoquat reported that he has experienced this type of stereotype before. He noted that we need to proceed cautiously as we do not want this to come back to us negatively.
- Mr. Spence noted that we have elders who can teach us about caring and how to treat people with respect. We need to retrain people to think kindly.

## 5. Reports

### 5.1 Foundation Report

- There was nothing to report at this time. Mr. Jewell was not in attendance.

### 5.2 CEO Report

**LTC** – We have been in contact with our project lead at the MOHLTC. A RFP will be awarded to complete a detailed costing and planning as per the Ministry’s request that will move us into the next stage. Licensing will take place following this. When this is all done, we will move with the functional planning. We are on track and we are where should be. The process for LTC has changed since our pre-capital submission was done in 2014. It was noted that we are doing all this work and we still do not know if the beds will be LTC or ELDCAP. Ms. Lee reported that there was a significant miscalculation in our application and that our options are much better now that the pricing has changed.

**8-Plex** – The RFP has been awarded to a company named FORM for the design of the building, talking to the municipality, etc. This will be transitional housing for staff.

**Recruitment** – We are moving ahead with branding our hospital to attract people to come and work at SLMHC. We have a lot of students here at all times. We need a plan to get them to work here afterwards. We have numerous positions we need to fill; physiotherapists is a big one. We will put a high level Human Resources strategy in place to help us with recruitment and retention. We will also be working with the Seven Generations project for training nursing staff.

Mr. Cutfeet mentioned that we need to train PSWs that can work with the elders in the communities; especially with end-of-life and palliative care. He has had conversations with the Red Cross for PSWs training and that we should look at a coordinated effort and possibly have SLMHC play a role as a training facility. Mr. Cutfeet also noted that we should focus on classroom training rather than online training to provide better emotional component to the training. More face-to-face interaction would be valuable.

**LHIN** – We have not been given any information as to what is happening at the LHIN level. As we know, the Ontario government is looking to replace the LHINs.

**Studer Group** – We are coming up at the end of our three year contact and are looking at renewing for another three years. We received exceptional value from their coaching. In future, we will look into leadership and physicians coaching.

**CEO Vacation** – Ms. Lee will be on vacation from February 7 to March 4, 2019. During this time, Mr. Osmond will be in charge.

**MRI** – The final business case report is ready to be sent to the LHIN.

### 5.3 Chief Nursing Executive (CNE) Report

**Nourish Cohort** – The team was in Sioux Lookout for a week of filming about culturally appropriate food in hospitals. They were out on the land fishing and hunting, even though it was -40°C. The film will come out sometime in May.

**Supportive Housing** – We have changed how SLMHC is providing services to the tenants. Services are provided by Out-patient Withdrawal and the THMFS programs which focused on the tenants needs. We were struggling to fill the case managers' positions. KDSB has now hired someone. The LHIN continues to flow the funding to KDSB through SLMHC.

### 5.4 Chief of Staff Report

**Chief of Departments** – since their appointment, the Chief of Departments have signed an agreement outlining specific services they will provide.

**Quality of Care** – moving forward with initiatives in that area and a process has been put in place to address issues as they come up.

**Physicians Orientation** –moving ahead with an interdisciplinary group that will include a cultural component and competence to ensure physicians receive the appropriate information at the start of their work here.

## 6. **Standing Agenda Items**

### 6.1 Financial Update

- RUC reviews the financials at each meeting to ensure we keep on track. We are in a good financial position for this time of the year. RUC also looks at our cash flow regularly. Our staff are doing a very good job at keeping us on budget.
- It was noted that only Fund 2 goes back if not used.

### 6.2 Quality Reports

- The report was presented at the Quality and Patient Safety committee last night. Med/Surg and ER areas are always our top two as they are our biggest and busiest areas. We are seeing the benefit of our falls prevention program with a reduction in falls.

- We discussed the need to change the question on cultural values to get better responses. We are still struggling to come up with the best way to ask the question. Mr. Meekis reported that there was a difference between himself and his roommate as to how they answer the question when he was in hospital. There can be a variance in explaining or translating the question that will generate a different answer. This is the area we should look into to ensure it is translated accurately. It was suggested to work with the Elders Council on this.

### 6.3 NAN Health Transformation Update

- This item was addressed earlier with the round table discussion.

## 7. **New Business**

### 7.1 Hospital Accountability Planning Submission (HAPS) Approval

- The HAPS has been reviewed by RUC. We will be submitting a deficit HAPS. When the LHIN comes back with our H-SAA, they will either come back with a balanced budget or give us a waiver and accept our deficit. They would prefer if we were to submit a surplus.

**MOTION #XX/19** it was moved by Mr. Knowles McGill that the board of directors approve the Hospital Accountability Planning Submission (HAPS) for 2019/20 as presented and as recommended by the Resources Utilization Committee (RUC). Seconded by Mr. Roy Spence. **CARRIED**

### 7.2 Approval of Privileges and Credentialing as per MAC minutes of December 17, 2018 and January 21, 2019

- Privileges for physicians and allied health professionals were reviewed. The lists were extensive as we are still going through reapplications.
- There are still about 40% vacancies that are filled with locums; most of them are regular locums.
- Mr. Meekis asked if it was possible to get a list of the contracted physicians working at the hospital and to separate by full-time and where they work; either at the Hugh Allen Clinic or the northern practice along with a list of physicians and the communities they service. Dr. Russell-Mahoney will look into this.
- It was asked what would happen if privileges were not granted by the board due to no quorum. Dr. Russell-Mahoney explained that in the interim temporary privileges would be granted until privileges can be approved by the board at their next meeting.

**MOTION #XX/19** it was moved by Mr. James Cutfeet that the board of directors grant privileges to the physicians and allied health professionals listed in the December 17, 2018 and January 21, 2019 minutes of the Medical Advisory Committee. Seconded by Ms. Joyce Timpson. **CARRIED**

### 7.3 Board of Directors Appointments

The Sioux Lookout First Nations Health Authority has appointed Ms. Brenda Fox as their representative on SLMHC Board of Directors.

**MOTION #XX/19** it was moved by Mr. Knowles McGill that the board of directors approve the appointment of Ms. Brenda Fox to the SLMHC Board of Directors representing SLFNHA. Seconded by Mr. James Cutfeet. **CARRIED**

The Council of the Corporation of the Municipality of Sioux Lookout has reappointed Ms. Joyce Timpson to SLMHC Board of Directors.

**MOTION #XX/19** it was moved by Mr. James Cutfeet that the board of directors approve the re-appointment of Ms. Joyce Timpson to the SLMHC Board of Directors representing the Municipality of Sioux Lookout. Seconded by Mr. Knowles McGill. **CARRIED**

Mr. Klaus Knorz was elected Chair of the SLMHC Foundation Board of Directors. The Foundation Board has recommended his appointment to the SLMHC Board of Directors.

**MOTION #XX/19** it was moved by Mr. Knowles McGill that the board of directors approve the appointment of Mr. Klaus Knorz to the SLMHC Board of Directors as SLMHC Foundation Chair. Seconded by Ms. Joyce Timpson. **CARRIED**

### 7.4 Strategic Planning Update

The strategic pillar goals were presented for approval. Those were discussed at the last board retreat. The full strategic plan will come to the board for approval when completed.

**MOTION #XX/19** it was moved by Ms. Joyce Timpson that the board of directors is in support of the Strategic Pillar Goals as presented February 5, 2019. Seconded by Mr. James Cutfeet. **CARRIED**

## 8. **Minutes of Committees – for Information**

### 8.1 Resource Utilization Committee minutes of the December 12, 2018 meeting

The minutes of the meeting were enclosed for information.

### 8.2 Medical Advisory Committee minutes of the December 17, 2018 and January 21, 2019 meetings

The minutes of both meetings were enclosed for information

**MOTION #XX/19** it was moved by Mr. James Cutfeet that the board of directors move this portion of the meeting in-camera. Seconded by Ms. Joyce Timpson. **CARRIED**

9. **In-Camera Session**

- The in-camera session started at 1230 hours.

**MOTION #XX/19** it was moved by Mr. Roy Spence that the board of directors return to the regular meeting, having completed the in-camera session.  
Seconded by Mr. James Cutfeet. **CARRIED**

10. **Next Meeting**

The next meeting will take place on Thursday, March 28, 2019 at 0900 hours.

The group was led into the closing prayer by Mr. Joe Meekis. The meeting was adjourned at 1310 hours without a motion as quorum was lost.

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H. Lee, Secretary

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S. Maxwell, Chair

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Feb 13/19