

**SIoux LOOKOUT MENO YA WIN HEALTH CENTRE  
BOARD OF DIRECTORS MEETING  
held Thursday, November 14, 2019 at 0900 hours  
in Boardroom A and B**

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

The meeting was called to order at 0915 hours. The opening prayer was given by Mr. John McKay.

**Patient Story**

Ms. Brooks shared a patient story which demonstrated great team work to ensure the patient's needs were met.

**Directors Conflict of Interest Disclosure**

Ms. Maxwell declared a conflict of interest for the item related to the northern clinic lease.

1. **Approval of the Agenda**

The agenda was reviewed and approved as amended; Municipality Housing Projects and Site Visits were added.

**MOTION #33/19** it was moved by Mr. Terry Jewell that the board of directors approve the agenda of the regular meeting held November 14, 2019 as amended.  
Seconded by Ms. Cindy Hunt. **CARRIED**

2. **Approval of the Minutes of Meeting held September 19, 2019**

The minutes of the regular meeting held September 19, 2019 were reviewed and approved as corrected. Typographical errors were noted.

Ms. Brooks clarified that an additional 85 Vocera badges have been ordered. This will cover most of the front line staff. We might need to order additional badges for some of the managers who have requested them.

Ms. Lee reported that Ms. Kathy Loon is talking to Chief and Council for Slate Falls to organize a community visit. More information is to follow when received.

**MOTION #34/19** it was moved by Ms. Joyce Timpson that the board of directors approve the minutes of the September 19, 2019 regular board meeting as corrected.  
Seconded by Mr. Knowles McGill. **CARRIED**

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

#### 3.1 Northern Clinic Lease

- Mr. Semple discussed this matter with RUC members, Mr. McGill and Mr. Jewell. The recommendation was to write a letter to the SLRPSI board rather than engage in a conversation with them. The reason for this was that we did not want to break the integrity of our senior team. We trust them to deal with organizational issues and to meet with the SLRPSI board would undermine this responsibility. We felt the senior team had responded to them in a manner that was acceptable in that there is no way SLMHC board would respond differently.
- The northern clinic is costing SLMHC a lot of money that could be used for patients. It was stipulated when we build the northern clinic that hospital funds were not to be used to cover the clinic costs.
- Our senior team has already met with SLRPSI representatives to explain why we need to increase the lease and provided them with options to help reduce costs.
- After reviewing the letter presented today, all in attendance were in agreement with the content with minor changes. Mr. McGill will sign the letter as treasurer of the board and this will be sent to the SLRPSI board of directors.

#### 3.2 Appointment to SLRPSI Board of Directors

- Before recommending someone, members had some questions which have been answered. Those are included in the meeting package along with SLRPSI by-laws.
- Members recommended the appointment of Ms. Lee to the SLRPSI board with Mr. Osmond as alternate should she be unable to attend.

**MOTION #35/19** it was moved by Ms. Cindy Hunt that the board of directors recommend the appointment of Ms. Heather Lee to the SLRPSI Board of Directors with Mr. Dean Osmond as alternate. Seconded by Ms. Joyce Timpson.

**CARRIED**

### 4. **Round Table**

#### Ms. Sadie Maxwell

- Ms. Maxwell reported that as of last night 75 members of Bearskin Lake First Nation were evacuated to Sioux Lookout from their community due to flooding with another 90 scheduled to arrive today. There are also approximately 175 people who will be evacuated to Thunder Bay.
- SLMHC participates in regular meetings and updates regarding the situation.
- MTO will start maintenance on the roads. It is a very serious issue.
- It was noted that it is hard to understand why help was not sent earlier. People had to be transferred from their home to the airport by helicopter because the roads are not usable.
  
- The federal government has finally agreed to send Canadian Rangers to help as only a handful of people are left to look after the community.
- Since we never had to do a winter evacuation people are still learning how to handle this.

## Mr. Douglas Semple

- Mr. Semple reminded members that we need to complete the CEO performance evaluation. This is good governance to do this regularly and also important from an operational view.
- He noted he was asked to cover as acting CEO when the senior team was away. During this time, he did not encounter any major issues and that tells him we have put a system in place that runs well and that staff can manage within their management sphere. This also shows good leadership and that is what the CEO has led us into. As we empower managers to look after their people this translate into good patient care.

## 5. **Reports**

### 5.1 Foundation Report

- The Skip-to-Equip raised \$80,000 to be used towards equipment for the hospital. This is a record for such a small community.

### 5.2 CEO Report

**Celebration of Volunteers Event** – The Celebration of Volunteers event took place last evening. It was well received. Congratulations to our Human Resources Officer, Jade Beaulne for a great job in organizing the event.

**Over capacity** – A media release on overcapacity was announced this week. This issue is not going away. It seems that we are not prepared for an aging population as we continue to run at 20% overcapacity. We have added 5 beds in unconventional spaces; i.e., TV room, etc., on top of our 55 acute care beds, to accommodate the surge. ER is also overcapacity with 9 patients in the department yesterday waiting for beds. Ms. Lee thanked the staff and physicians for their continued efforts in caring for those patients.

**Mental Health** – The lack of mental health beds in the region for Form 1 patients means that we are holding them for days in our ER waiting for a bed. We provide them with tele-psychiatry services. This not the best place for them; however, this is preferable to sending them home.

**LTC** – We will be moving forward with hiring a project manager to start the functional planning for long-term care so that we have everything ready once we get the go ahead from the Ministry. The functional plan is the drawing of what the building will look like.

We connected with the Mayor a few months ago. We were to be invited to join a delegation of members to attend a meeting with the Ministry to discuss long-term care; however, we have not heard back. We have at least 58 patients, that we know of, who require long-term care. There is an urgent need to move forward with those beds. We continue to advocate with the Ministry. MPP Mamakwa had an opportunity to address this on our behalf. We will invite MP Milello to meet with us to discuss this as well.

**Nursing Unit** – We are looking at different options to care for our least complex patients on the nursing unit. Regional hospitals are also full and this is putting a lot of pressure on the system. The Ministry wants to end hallway medicine; however, the current situation is enabling this.

**Gastro Outbreak** – We recently had a gastro outbreak. It was very well contained once it was identified. This was not a result of overcapacity.

**LHIN** – The Ontario Health has started their transition to merge 5 agencies into Ontario Health (i.e., CCO, HFO). They have reduced the LHINs from 14 to 5. The NW is now combined with the NE. Rhonda Crocker-Ellacott remains the CEO for the NW/NE LHIN. We don't really know what else is happening.

### 5.3 Chief Nursing Executive (CNE)/Chief of Staff Report

**Medical Newsletter** – A medical newsletter was developed to increase communication with physicians on policies, training, education, etc. It will be distributed quarterly to medical staff. It will also be forward to board members for their information. Any feedback is welcome. Dr. Russell-Mahoney clarified that physicians' resources funding is provincial. She also noted that they rely heavily on locums for coverage.

## 6. **Standing Agenda Items**

### 6.1 Financial Update

- The statement of financial position as of end of September 2019 was presented. We continue to pay down the clinic loan.
- Fund 2 has a substantial surplus and most of it will be reallocated. It was clarified that Fund 2 includes outpatient services such as IPP, Diabetes and Mental Health services.
- We budget for capacity; however, we always have positions that are not filled. The HR department will provide us with a list of all vacancies and how long they have been vacant for our review.
- It was noted that RUC reviews the financial statements monthly to ensure we stay on budget.
- Any questions can be directed to Mr. McGill or Mr. Jewell.

### 6.2 Quality Reports

- Reports were provided for information. The reports were reviewed at the Quality and Patient Safety committee last evening.
- It was noted that audits on hand hygiene are done on a regular basis. We have seen an increase in compliance to 92% from 70% for Q3.
- We continue to work towards meeting cultural values more consistently.
- We have seen a decrease in falls due to implementation of new initiatives to prevent them.
- Incident reports on workplace violence are now reported into their own categories rather than under safety/security.
- We have also seen an increase in physicians reporting which is good.

### 6.3 Ontario Health NAN Health Transformation Update

- Mr. Ovide Mercredi has been invited to attend the December board meeting to provide an update on the NAN Health Transformation.
- It was noted that social and educational transformation will affect resources. Communities need to build capacity for the future as things are not going to get easier. We need to let Mr. Mercredi know about this and provide opportunities to get this moving.
- We need to encourage partnership to promote health professions. SLMHC could be used as a training ground.

## 7. **New Business**

### 7.1 Approval of Privileges and Credentialing as per MAC meeting October 24, 2019

- Privileges for physicians and allied health professionals were reviewed.

**MOTION #36/19** It was moved by Ms. Cindy Hunt that the Board of Directors grant privileges to the physicians and allied health professionals listed in the October 24, 2019 minutes of the Medical Advisory Committee. Seconded by Ms. Joyce Timpson. **CARRIED**

### 7.2 SLFNHA – Primary Health Care Team

- Ms. Hunt reported that they have already outgrown their current building and are looking at additional space.
- They provide services to both local and northern patients. Their priority is to the northern patients as they have no other options. Staff travel to the north to provide services and about 50% of their time is spent travelling to northern communities, sometimes for 2 to 3 days at a time if the community can support a larger group of staff.
- Their top referrals are for physiotherapy and nutrition. They are looking to increase their physiotherapist to 4 and nutrition to 3 as their referrals have increased.
- They have reached out to the Health Directors to help out with their programs.
- They have a psychiatrist linked to their program who provide face-to-face services every two months with telehealth follow up.
- Ms. Hunt noted that the PCT is not tracking if their services are helping to keep people in their community. However, if they see that someone needs to come out for additional services they will advise. Most of those patients will already be followed by a physician or a nurse. Physicians are notified when the team is going to a community.
- A working group is meeting November 28<sup>th</sup> to look at capital in communities. This would only be for delivery of primary care services. They will look at existing building or retrofit nursing stations. If there is space available, the team will make it work.
- Ms. Lee noted that part of the fall out of the PCT is that we have had to decrease services in hospital due to lack of staff that have moved to their organization. She noted that the board needs to be aware of this as departments in the hospital are being severely affected and this could impact our funding if services are not provided.
- With our overcapacity, this is a challenge. We had our managers and directors work on the units and clean the facility because of staff shortage. Because the hospital is a unionized environment we have no control over wage increase. Ms. Hunt recognized this is a challenge for the hospital and they are open to help.

### 7.3 Municipality Housing Projects

- Ms. Timpson gave an updated on the Municipality housing proposals. There is some movement in getting additional housing in town but nothing concrete has been decided at this time.
- The senior team has provided RUC with potential housing options as part of recruitment and retention and they are looking at those. Pros and cons were presented for all options.
- RUC would prefer to have something on SLMHC property. However, resale would not be possible or difficult.
- It was noted that three potential employees have turned down employment offers because they could not find housing. The PCT also lost about 7 people due to lack of housing and ended up leasing a building complex to house their staff.

- The senior team continue to look at options to present to RUC and continue to advocate with the Municipality for affordable housing, preferably close to the hospital. RUC meets next week and this will be further discussed.
- It was suggested that a board approach with the Municipality might be an option as the lack of housing is negatively impacting the hiring and housing of new staff.

#### 7.4 Site Visits

- Two site visits are planned for next week. Representatives from Fisher River Health Centre will be on site Monday, November 18, 2019.
- Representatives from Four Arrows Regional Health Authority will be here Thursday, November 21, 2019. Board members were invited to join if available.

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

#### 8.1 Resources Utilization Committee minutes of the October 17, 2019 meeting

The minutes of the meeting were enclosed for information.

#### 8.2 Medical Advisory Committee minutes of the October 24, 2019 meeting

- The minutes of the meeting were enclosed for information.

### 9. **In-Camera Session**

There was no in-camera session.

### 10. **Next Meeting/Closing Prayer**

The closing prayer was given by Mr. John McKay.

The meeting was adjourned at 1158 hours. The next meeting will take place on Thursday, December 12, 2019 at 9:00 am. Mr. James Cutfeet agreed to chair the meeting as Ms. Maxwell is unable to attend.

#### **MOTION #37/19**

It was moved by Mr. Terry Jewell that, there being no further business, the meeting be adjourned at 1158 hours. Seconded by Ms. Cindy Hunt.

**CARRIED**

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H. Lee, Secretary

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S. Maxwell, Chair

CS  
November 26/19