

Board of Directors Meeting Minutes

Tuesday, November 29, 2022

5:00pm via Zoom

Present:	Janet Cosier (Board Chair), Terry Gilhen (Vice Chair), Christopher Cummings (Vice Chair), Sandra Shaw (Secretary), Jackie Lord, Dorothy Thomson, Christine Joli-Coeur, Sandy Mark, Juli Heney, Stefany Kawka, Michele Bellows (CEO/Ex-Officio), Anne Caron (Director of Corporate Services & CFO), Kelly Barry (Director of Integrated Care), Kristian Gundersen (Executive Assistant/Recorder)
Guests:	
Regrets:	Don Palmer

	Agenda Items	Discussion
1.	Welcome & Land Acknowledgment	Ms. Janet Cosier, Board Chair, called the meeting to order at 5:00pm and confirmed quorum is met. She welcomed all in attendance and invited Ms. Jackie Lord to provide a land acknowledgement.
2.	Approval of Agenda	<p>There were no additions or revisions requested to the agenda.</p> <p>Motion: That the RCHS Board agenda for November 29, 2022 be approved as circulated. Moved by: Chris Cummings Seconded by: Jackie Lord Carried.</p> <p>Review of outstanding action items – update on OWL system.</p>
3.	Board Generative Discussion – Advocacy Framework and Strategy	<p>Michele Bellows, CEO, presented the newly developed RCHS Advocacy Framework and Strategy which has been developed with input from management and staff. Key elements of the advocacy framework were highlighted which includes identifying the situation or advocacy issue, ensuring alignment with RCHS values, exploring collaboration with others, and identifying any risks or benefits in taking action.</p> <p>The new framework identifies four levels of organizational involvement from monitoring an issue, recognizing that there are other strong leaders in the advocacy space, to leading an issue which is highly aligned with the organization's values and contain very low risk. An overview of RCHS' current advocacy strategy was provided which includes the specific areas of advocacy identified by staff and management as relevant to our mandate and which align with our programs and services.</p> <p>Discussion ensued regarding how the board can support RCHS and its advocacy initiatives from a strategic perspective. Highlights of the discussion included:</p> <ul style="list-style-type: none"> The board should act as a structured support system to staff, rather than a barrier when identifying and supporting advocacy initiatives.

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		<ul style="list-style-type: none"> • The board could assist with sharing resources, identifying educational opportunities relating to areas of advocacy, or providing education to staff from personal and professional experiences. • Board members may benefit from more information on how they can make a difference in terms of support to staff and management. • Identifying the most prevalent and pressing issues affecting local communities, clients, and the organization will enable the board to better support management. • It is important to understand the interlocking aspects of many of the identified areas of advocacy (such as housing as it relates to low-income areas; mental health as it relates to food security, etc). <p>The board thanked M. Bellows for her presentation. A follow up session will be planned for January for the board to continue discussions on how best to support the organization as it formalizes its advocacy plan.</p>
4.	Declaration of Conflict of Interest	None declared.
5.	Consent Agenda	<p>5.1 Board Meeting Minutes – October 25, 2022 5.2 Executive Committee Terms of Reference (revised) 5.3 Finance & Audit Committee Minutes – October 20, 2022 5.4 Governance & Nominating Committee Minutes – November 1, 2022</p> <p style="padding-left: 20px;">i. Revised Policy: GOV 80 – Conflict of Interest for Board and Board Committee Members</p> <p>Motion: That the consent agenda and items contained therein be approved as presented. Moved by: Dorothy Thomson Seconded by: Sandy Mark Carried.</p>
6.	CEO Report	<p>Ms. Michele Bellows, Chief Executive Officer, referred members to her written CEO report included in the package.</p> <p>Highlights from the report included:</p> <ul style="list-style-type: none"> • Education on Governing for Health Equity has been arranged through the Alliance for Healthier Communities. Board members will receive an email with a link and access instructions. • The first submission for the annual Community Accountability Planning Submission (CAPS) is due Friday, December 2. An assumption of a 2% increase to overall base funding is included this year. The senior leadership team is exploring how best to apply this increase in support of operational pressures. • An update on discussions to date with Community Home Support Lanark Country regarding more closely integrating services was provided. • The leadership team has arranged an all staff breakfast in appreciation of the staff for December 8th in Kemptville. Board members who wish to attend are welcome.

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7.	Board Chair Report (verbal report)	<p>Ms. Janet Cosier, Board Chair provided a verbal report to members of the board.</p> <p>Highlights of the report included:</p> <ul style="list-style-type: none"> • The recent Health Systems Changes webinar provided valuable information on recent shifts in the healthcare system both federally and provincially. • There is an Ontario Health webinar planned for this week which will outline the next steps forward for OHT and related governance. • Board members were reminded to drop off staff holiday cards by next Monday. • Board succession planning is underway – board members were reminded that the Vice Chair position is open for the 2023/24 year. More information will be circulated in the coming weeks.
8.	Break	Board members were provided a short break.
9.	Business Requiring Decision of Board	No business.
10.	Business for Discussion & Information	<p>10.1 Operational Plan 2022-2023 Q2 Report M. Bellows referred board members to the Q2 Operational Plan status report which was included in the meeting package. She noted that significant progress towards achieving the established targets has been made. A new colour category has been added to the status report which indicates items which are in progress but at risk. The status report included Q2 data on the indicators included the organization’s MSAA agreement. It was highlighted that all indicators are currently within the acceptable performance corridor or better. The fiscal year-end data will be brought forward to the board in May 2023.</p> <p>10.2 Strategic Plan 2021-2024 Mid-Cycle Review M. Bellows provided the board a mid-cycle update on the organization’s strategic plan. In 2021, RCHS entered a strategic planning process in which various stakeholders including the community were engaged, resulting in a multi-year strategic plan (2021-2024) with three main priorities. M. Bellows referenced the mid-cycle update which was included in the meeting package and outlined the alignment and progress on each strategic priority as it relates to the objectives contained in the last two operational plans.</p> <p>Given the pandemic situation the province has faced over the last several years, although significant progress has been made towards advancing the organization’s strategic priorities, the senior leadership team is considering the option of extending the strategic plan for 12-24 months. The senior leadership team will be in a better position to make a recommendation to the board regarding the strategic plan in May 2023 The board thanked M. Bellows for her excellent leadership and support to the organization through the last few years.</p>

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		<p>Action: The Senior Leadership Team will consider options for refreshing the strategic plan in Q4 2023-24, or a possible extension for up to 12-24 months. A recommendation will be made to the board in May 2023.</p> <p>10.3 Board Recruitment Update S. Shaw reported that an accelerated recruitment campaign has been launched following the unexpected resignation of a new board member. The revised recruitment ad in both English and French was included in the meeting package, which have been geared towards recruiting a candidate with experience in financial management which is an identified skillset needed by the board. The ads were published on November 24th, with the goal to receive applications by early December. Recruitment challenges were outlined which include difficulties attracting applicants due to the large number of other organizations recruiting for board members and volunteers, as well as the upcoming holiday period. The board will be kept updated on the Selection Committee's progress.</p> <p>10.4 Health & Social Services Hub Update A. Caron provided the board an update on the status of the Integrated Health & Social Services Hub business case progress. The first submission of the business case was sent to the Ministry of Health and Ontario Health simultaneously on November 21, 2022. A meeting with the Capital Investments Branch to review the submission has been requested. Refreshed letters of support have been received from all partner agencies as part of this stage of the business case. Work has begun on data collection to support the next stages of the business case which involve compiling information on care team models and service volumes. The Capital Development Committee will be brought together in the new year to receive further progress reports.</p> <p>10.5 Accreditation Update M. Bellows reported that the organization is finalizing the submission of all pre-site evidence to the Canadian Centre for Accreditation which is due in early December. She congratulated the teams for the excellent work and diligence throughout the planning and preparations over the last year. The next steps in preparing for the site visit include preparing for the required interviews with the board, staff, clients, etc. A facilitated mock interview has been arranged on January 10th, 2023, to help prepare board members and ensure comfortability with the board governance related indicators. An interview guide was included in the meeting package for board members to review and take notes as desired. Board members were encouraged to reach out to Michele with any questions or concerns.</p>
11.	Meeting Evaluation	The link to the post-meeting online survey was included with the agenda. Board members were encouraged to provide feedback.
12.	In-Camera Session	None required.
13.	Next Board meeting:	Tuesday, January 31, 2023 at 5:00pm
14.	Adjournment	<p>Motion: That the meeting be adjourned at 6:52pm. Moved by: Janet Cosier Carried.</p>

Approved by:

DocuSigned by:
Janet Cosier
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Janet Cosier, Board Chair
3/2/2023 | 4:03 PM EST
Date

DocuSigned by:
Sandra Shaw
8C873C4AF826491...
Sandra Shaw, Board Secretary
3/2/2023 | 3:58 PM EST
Date