

Board of Directors Meeting Minutes

Tuesday, March 26, 2024

4:30pm via Zoom

Present:	Christopher Cummings (Board Chair), Sandra Shaw (Vice Chair), Juli Heney (Secretary), Irv Mazurkiewicz (Treasurer), Jackie Lord, Dorothy Thomson, Sandy Mark, Stefany Kawka, Sharon O'Hara, Bridget Bygrave, Timothy Woods, Michele Bellows (CEO/Ex-Officio), Anne Caron (Director of Corporate Services & CFO), Corey Turnbull (Director of Integrated Care), Kristian Gundersen (Executive Assistant/Recorder)
Guests:	Lisa Wan (Manager, Administrative Services), James Neusy (Manager, Corporate Services)
Regrets:	Christine Joli-Coeur

	Agenda Items	Discussion
1.	Welcome & Land Acknowledgment	Chris Cummings, Board Chair, called the meeting to order at 4:30pm and confirmed quorum is met. He welcomed all in attendance and invited Dorothy Thomson 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 March 26, 2024 be approved as circulated. Moved by: Irv Mazurkiewicz Seconded by: Dorothy Thomson Carried.</p>
3.	Board Education Session – RCHS Corporate & Administrative Services	<p>Anne Caron, Director, Corporate Services & CFO, introduced James Neusy, Manager, Corporate Services, and Lisa Wan, Manager of Administrative Services to the Board. An overview of RCHS's Corporate and Administrative Services departments was provided.</p> <p>Highlights of the presentation included:</p> <p>Health Administration Team</p> <ul style="list-style-type: none"> - The Health Administration Portfolio comprises receptionists, administrative assistants, medical secretaries, the data management coordinator, and privacy officer. - The Health Administration team formed as one team in 2017. Prior to this amalgamation, staff reported to various programs and managers. - Through coming together as one team, it has increased collaboration, enabled equitable distribution of work, and created opportunities for the elimination of waste. - The team is working on overcoming staffing challenges and promoting business continuity through technology, such as remote work arrangements, implementation of a new soft phone system, and implementing other technology resources to ensure uninterrupted service delivery. - The team is supporting the Alliance for Healthier Communities refreshed strategy for improvement in collection of socio-demographic data for clients. Lisa has joined the regular quality improvement/learning collaborative meetings. The socio-demographic data helps the organization to better understand the population being served and informs decision-making. - A priority moving forward will be to continue identifying efficiencies using technology. The Data Management Coordinator is the organization's 'resident' expert on the electronic medical record (EMR) and provides data

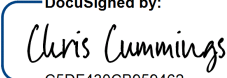
	Agenda Items	Discussion
		<p>support and other data management functions.</p> <ul style="list-style-type: none"> - A new incident reporting system (IRS) is being introduced next month which will improve workflows and create efficiencies in terms of reporting, responding, and analyzing incident reports. - Lisa Wan is RCHS' Privacy Officer, with support from the CEO. This role facilitates compliance with PHIPHA regulations, provides ongoing education and training to staff and management (including monthly articles in the internal newsletter), responds, investigates, and documents privacy breaches, and performs regular monthly audits. <p>Corporate Services Team</p> <ul style="list-style-type: none"> - The Corporate Services team oversees financial services, information technology (I.T.), and property and facilities management. - A major accomplishment for the Corporate Services and Health Administration teams was the successful transition to a VOIP phone system. This transition will result in lower monthly phone system costs, more flexibility for the reception team by allowing phones to be answered from any location, and less administrative burden. In 2024-2025, the team will continue to seek other opportunities and innovations with the new phone system to further promote efficiencies and work-life satisfaction. - It was highlighted that cybersecurity is one of the major responsibilities of the I.T. department, and directly linked to the success of the organization. As per the 2024-2025 operational plan, there will be a cybersecurity mapping exercise completed by an external consultant, and an incident response plan (IRP) will be developed. - The organization's current monitoring system (manage, detect, respond, or "MDR") is excellent. The team recognizes that cybersecurity awareness within all levels of staff is very important as staff are the first line of defense against any malware or phishing attacks. - The Corporate Services team is working on a project to develop an internal SharePoint site to promote information sharing and reporting. SharePoint will become a place to store, organize, share, and access information across all departments. <p>Human Resources</p> <ul style="list-style-type: none"> - Anne highlighted that amongst staff, the age demographic is fairly evenly distributed, with 40% of staff being 50+ years old, and 60% being 49 years old or younger. - In terms of years of service, 55% of staff have been with the organization for less than 5 years. - 67% of staff represent full time positions, and 33% represent part time positions. - Regarding recruitment and retention, staff were asked on the 2023 Employee Healthy Workplace Survey if they would recommend RCHS as a place to work. In response, 81% would agree or strongly agree to that statement. - As of March 2024, there is a 6% vacancy rate for hard to fill positions, which include pharmacists, physicians, and other contract positions. - Training and development remains a high priority for the organization. \$68,000 in 2023-24 was invested in professional development for staff. - Regarding compensation, it was highlighted that the current compensation scale is not competitive in today's market. 83% of the operating budget is allocated to compensation, however it is not meeting the needs of the organization and staff with the current climate of inflation and increases to the cost of living. <p>The board thanked Anne, James, and Lisa for their informative presentation.</p>

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4.	Declaration of Conflict of Interest	None declared. Board members were reminded that a conflict can be noted at any time during the meeting if identified.
5.	Consent Agenda	<p>5.1 Board Meeting Minutes – January 30, 2024 5.2 Executive Committee Minutes – March 20, 2024 i. CEO Performance Evaluation Timelines 5.3 Governance & Nominating Committee Minutes – March 5, 2024 i. Annual Board Governance Evaluation Timelines 5.4 Capital Development Committee Minutes – March 19, 2024</p> <p>Motion: That the consent agenda and items contained therein be approved as presented. Moved by: Dorothy Thomson Seconded by: Juli Heney Carried.</p>
6.	CEO Report	Michele Bellows, Chief Executive Officer, referred members to her written CEO report which was included in the meeting package.
7.	Board Chair Report	Deferred.
8.	Break	Board members were provided with a short break.
9.	Business Requiring Decision of Board	<p>9.1 2024-2025 Operational Plan & QIP Approval Michele Bellows, CEO, referred members to the draft operational plan for 2024-2025, including quality improvement plan (QIP) indicators and the associated narrative, which were included in the meeting package. It was highlighted that a preliminary draft of the operational plan was presented to the board in January, and that specific indicators, targets, and timelines have now been added. It was noted that Health Quality Ontario (HQO) has not mandated any quality improvement indicators for 2024-25. Indicators include in the 2024-25 QIP have been selected based on discussions at the Leadership table and recommendations from the Alliance for Healthier Communities.</p> <p>Discussion regarding the board indicator related to advocacy occurred. It was highlighted that board advocacy can come in various formats, including letters to local MPPs and the Alliance for Healthier Communities. Thought will need to be given on how to strategically engage MPPs and what a possible collaboration with other CHC's could look like to maximize collective impact. Among other suggestions, an Advocacy Committee or small working group was suggested. This will be added as a future agenda item for the Executive Committee to discuss further.</p> <p>Action: Kristian to add "Advocacy Plan" as a future agenda item for the Executive Committee to discuss possible strategies for the Board in terms of advocating for enhanced base funding to support compensation increases.</p> <p>Motion: That the Board approves the 2024-2025 Operational Plan, and the Quality Improvement Plan for April 1, 2024 to March 31, 2025 as presented, and authorizes the Chair to sign. Moved by: Sandra Seconded by: Sandy Mark Carried.</p> <p>9.2 2024-2025 Multi-Sector Service Accountability Agreement (M-SAA) Michele Bellows, CEO, referred members to the 2024-2025 M-SAA extending letter which was included in the meeting package. It was highlighted that for 2024-2025, Ontario Health East has indicated that a new M-SAA</p>

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		Moved by: Sandra Shaw Carried.
10.	Business for Discussion & Information	<p>11.1 CEO Objectives Year End Performance Report Michele Bellows, CEO, referred members of the board to the year-end progress report on CEO objectives which were included in the meeting package. This is the final report on Michele’s progress towards achieving the annual objectives as set by the Executive Committee and Board. Highlights of the report were provided. It was noted that many of the objectives included are also associated with the 2023-24 operational plan.</p> <p>Following the meeting, the annual CEO objectives evaluation and bi-annual CEO 360° performance evaluation will be circulated to board members for completion, as per the CEO Evaluation timelines included in the consent agenda. A final update on the results of the evaluation will be provided to board members in camera at the May meeting.</p> <p>The board congratulated Michele on the significant work undertaken by her and her teams this past year.</p> <p>11.2 2024-25 Board Officers, Chairs, and Committee Membership Sandra Shaw, Chair, Governance & Nominating Committee (GNC) provided an update on committee discussions related to the annual call for interest in board officer, chairs, and committee positions. Email correspondence has been prepared, to be sent out on behalf of the GNC by the Executive Assistant, which board members will be asked to respond to indicating their interest in various positions. It will be noted on the call for interest if any current board officers or committee chairs are willing to stand in their current positions for 2024-2025 for awareness only, and will not prevent other board members from applying to those positions if desired. If more than one board member applies for any officer position, an election by secret ballot will be held at the short meeting following the AGM. If more than one board member applies for any committee chair position, the Board Chair will be asked to make a decision on the most appropriate individual for the role. To support this process, the board skills matrix survey will be circulated at the same time as the call for interest. The results of the skills matrix will be compiled into a competency profile and will contextualize the skills and interests of board members to support the GNC in recommending committee composition to the board. It was emphasized that board members do not need any specific skills or experience to take on board leadership positions.</p> <p>Responses to the call for interest will be compiled for GNC review by the Executive Assistant. This process will ensure transparency and equity for all members interested in board leadership and committee positions.</p> <p>11.3 Board Retreat Planning – Spring Workshop Proposal Chris Cummings, Chair, referred members to the spring workshop proposal included in the meeting package, which will form the 2024 annual board retreat session. The proposal has been prepared for board review by Liz Weaver at Tamarack Institute and focuses on delineating between operations and strategic governance. Volunteers who wish to participate on the workshop design team were requested. Saturday, April 27th is being proposed as the date for the annual retreat.</p> <p>It was highlighted that pre-reading materials will be important for directors to have in advance, in order to have sufficient time to prepare for the discussions, and to have a good understanding of the issues/topics going into the session.</p>

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		<p>It was agreed that a short survey will be circulated to the board for input on most preferred workshop topics, and to solicit volunteers to assist with design.</p> <p>Action: Kristian to circulate short survey to the board to gather input on preferred workshop topics and to solicit volunteers to assist with design.</p> <p>11.4 March 2024 Integrated Risk Report M. Bellows referred members to the integrated risk report for March 2024 which was included in the meeting package. She noted that a significant investment for the organization relates to additional software which provides 24/7 monitoring coverage and protection against any potential malware attacks in addition to a robust cybersecurity insurance policy.</p> <p>11.5 2024 Annual General Meeting Planning C. Cummings announced that the Annual General Meeting is scheduled for Tuesday, June 18th, 2024 at the Smiths Falls Site. The Board is looking for recommendations in terms of guest speakers, recognizing that 2024 marks RCHS's 50th anniversary. More details will be announced closer to the meeting date.</p> <p>11.6 Community Recognition Award 2024 M. Bellows provided background to members on the annual community recognition award, which is presented each year by the board to a group or an individual who makes significant contributions to our clients and communities. Suggestions for potential recipients were provided. The Senior Leadership Team will engage front line staff for input and a recommendation will be brought to the next Executive Committee meeting.</p> <p>11.7 Alliance Conference 2024 (June 5 and 6) M. Bellows announced that the Alliance for Healthier Communities AGM is scheduled for June 4th, and the annual conference is scheduled for June 5th and 6th. A director should attend the AGM to vote on the Alliance's resolutions on the organization's behalf. The Board has the capacity to send 2-3 directors to the conference if there is a desire. Details on the conference topics and plenary sessions are available on the Alliance's website.</p> <p>Action: Board members are asked to reach out to K. Gundersen if they are interested in attending the conference.</p>
12.	Meeting Evaluation	The link to the post-meeting online survey was included with the agenda. Board members were encouraged to provide feedback.
13.	In-Camera Session	None required.
14.	Next Board meeting:	Tuesday, May 28, 2024 at 4:30pm in Smiths Falls (2 Gould St, Unit 118, Community Room).
15.	Adjournment	Motion: That the meeting be adjourned at 7:00pm Moved by: Chris Cummings Carried.

Approved by:

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 Chris Cummings, Board Chair

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 Juli Heney, Board Secretary

5/29/2024 | 7:49 PM EDT

Date

5/30/2024 | 8:51 AM EDT

Date