

# Board of Directors Meeting MINUTES

Date: March 26, 2024

Time: 5:30 PM

Location: Board Room & Zoom

Chair: Mr. John Frostiak

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**Present:** Mr. John Frostiak - Board Chair, Ms. Dianne Pertoci, Ms. Arlene Swanwick, Mr. Dennis Gushulak (Zoom), Ms. Holly Stamarski, Ms. Marion Whitton, Mr. James Russell, Mr. Trevor Zhukrovsky, Ms. Elenor Vachon, Ms. Jennifer Sedlacek.

**Staff:** Mr. Sumeet Kumar, Mr. Brent Maranzan (Zoom), Dr. Dianne Zielke (Zoom), Ms. Meghan Gilbert, Ms. Iris Pham, Ms. Ashley Cook, Ms. Erin Richter, Ms. Heather Jeffries, Ms. Leanne Maltais, Ms. Cassie McCord, Ms. Taylor Smith, Ms. Victoria Just, Ms. Jennifer Powers, Ms. Lindsey Bowman, Mr. Marshall Dumontier.

**Regrets:** n/a.

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## 1. CALL TO ORDER

The meeting was called to order by Mr. John Frostiak at 5:30 PM.

### 1.1. Quorum

Quorum was established.

### 1.2. Acceptance of Agenda

- Item 5.3. Support for Nurse and Admin on call was added to the agenda.
- Item 5.4. Updates to the Nominations Committee were added to the agenda.

**The following motion was brought forward:**

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**MOTION NO: 24-12**

**Moved: M. Whitton**

**Seconded: H. Stamarski**

*That the agenda for the March 26, 2024, meeting of the RLMCMH Board of Directors be accepted with the proposed changes.*

**Vote for motion: Carried.**

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### 1.3. Declaration of Conflict of Interest

- None declared.

## 2. CONSENT AGENDA

*For the purpose of convenience and for expediting meetings, matters of business of repetitive or routine nature are included in the Consent Agenda and*

*all such matters of business contained in the Consent Agenda are voted on collectively. A particular matter of business may be singled out from the Consent Agenda for debate or for a separate vote upon the request of any Member. In the case of a separate vote, the excluded matter of business is served from the Consent Agenda, and only the remaining matters of business contained in the Consent Agenda are voted on collectively.*

- 2.1. Minutes, Board of Directors, February 27, 2024
- 2.2. Minutes, Quality Committee, February 13, 2024
- 2.3. Minutes, Resource and Planning, January 16, 2024
- 2.4. Minutes, Patient and Family Advisory Committee, November 15, 2023
- 2.5. Minutes, Medical Advisory Committee, December 14, 2023
- 2.6. Minutes, Nominating Committee, May 19, 2023
- 2.7. Minutes, Nominating Committee, February 1, 2024

**The following motion was brought forward:**

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**MOTION NO: 24-13**

**Moved: A. Swanwick**

**Seconded: D. Pertoci**

*That the consent agenda of the March 26, 2024, meeting of the RLMCMH Board of Directors be accepted with proposed changes.*

**Vote for motion: Carried.**

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### **3. EDUCATION**

#### **3.1. Visual Strategy Room**

- A visual strategy room is being developed in the NOSM room for 2024-2027. A review process will be implemented, with regular weekly reviews scheduled to ensure ongoing alignment and progress tracking.

### **4. BUSINESS ARISING**

#### **4.1. Strategic Planning: Quality Improvement Plans 24/25 (QIP)**

- Ms. Meghan Gilbert led a review of the Inpatient Admissions and Discharge process at The Red Lake Margaret Cochenour Memorial Hospital last year. Performance targets for both the 2023/24 and 2024/25 periods were discussed, with particular attention given to improving outcomes.
- The percentage of Staff who responded with a rating of 4 or higher to the question "How would you rate your experience with interdepartmental communications at The Red Lake Margaret Cochenour Memorial Hospital?" was noted as 16% for the 2023/24 period, below the performance target of 25%. For the 2024/25 period, the performance target was identified as 32%, with lessons outlined to enhance communication channels and processes accordingly.

- The percentage of respondents who indicated they responded "completely" to the question: "Did you receive enough information from hospital staff about what to do if you were worried about your condition or treatment after you left the hospital at The Red Lake Margaret Cochenour Memorial Hospital"? was recorded as 58.06% for the 2023/24 period, below the performance target of 65%. For the 2024/25 period, the performance is at 65.63%, with proactive measures outlined to aim towards a target of 75%.
- The number of workplace violence incidents reported by hospital workers, as defined by OHSA (Occupational Health and Safety Act), within a 12-month period at The Red Lake Margaret Cochenour Memorial Hospital was documented as 12 for the 2023/24 period, compared against the performance target of 0 incidents. Strategies were discussed to address workplace safety concerns and prevent incidents of violence, ensuring the well-being and security of Hospital Staff. For the 2024/25 period, a performance of 13 incidents was set, emphasizing the ongoing need for vigilance and proactive measures to mitigate workplace violence risks.
- Ms. Dianne Pertoci reiterated her suggestion during the meeting, emphasizing her desire to delve beyond just the top box of the results. She expressed the need to access comprehensive information to gain a complete understanding of the situation and to obtain a complete picture of the data presented. These inputs underscore the importance of providing detailed insights and analysis beyond surface-level findings to facilitate informed decision-making processes.

**The following motion was brought forward:**

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**MOTION NO: 24-14**

**Moved: J. Russell**

**Seconded: H. Starnski**

*The RLMCMH Board of Directors officially approves the Quality Improvement Plans for the 2024/25 fiscal year (QIP), as presented during the meeting. Additionally, the Board acknowledges the feedback provided and supports efforts to expand upon the provided information to ensure a more comprehensive understanding and alignment with organizational goals and objectives.*

**Vote for motion: Carried.**

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**5. NEW BUSINESS**

**5.1. Financial Statements, February 2024**

- Mr. Brent Maranzan presented the Financial Statement for February 2024, noting a small deficit. Bill 124 will be included in the March statement,

totaling \$230,000, aimed at bringing the balance closer to equilibrium. Additionally, \$50,000 will be allocated to fund mitigation funding. To balance expenses, \$100,000 will be transferred from Fund 1 to Fund 2 by year-end, with Fund 1 serving the purpose of hospital operations and Fund 2 dedicated to community operations.

- Concerns were raised over bad debts, currently over budget by roughly \$81,200, stemming from a bad debt accrual at the end of the third quarter. Ms. Dianne Pertoci inquired about actions being taken to address this issue, to which Mr. Brent Maranzan explained that it is an issue dating back several years.
- Currently, the Employee Benefits lines are under budget, with benefit expenses proportional to Salaries & Wages expenses due to under-budgeting in Salaries & Wages resulting from numerous vacancies. No other significant discrepancies were noted.
- During the meeting, graphs were reviewed indicating that despite a significant number of visits from April to October, the Hospital effectively managed the increased volume. However, reports of understaffing were noted for November and December. Ms. Meghan Gilbert suggested implementing additional scheduling for urgent care to address this issue. This recommendation highlights the importance of proactive measures to ensure adequate staffing levels and maintain quality patient care, particularly during periods of high demand.

**The following motion was brought forward:**

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**MOTION NO: 24-15**

**Moved: A. Swanwick**

**Seconded: H. Starnski**

*That the RLMCMH Board of Directors approves the draft financial statements dated February 29, 2024, as presented.*

**Vote for motion: Carried.**

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**5.2. Operating Plan and Capital Plan**

- Mr. Brent Maranzan continued to discuss the current state of Hospital budgets, noting a lack of concrete information regarding revenue predictions for the upcoming period or estimates for the next fiscal year. Most unions have reached settlements, with contract increases for the 2024/25 period expected to range between 3-4%, although negotiations with CUPE are ongoing, potentially resulting in increases of around 6%. Wage rates have been adjusted accordingly to accommodate anticipated

increases for the upcoming year and past adjustments. Mr. Brent Maranzan mentioned that we are awaiting an announcement later this week regarding "pressures" funding, with further funding details for the 2024/25 period expected on March 26th.

- Shifting focus to the Operating Plan, Mr. Brent Maranzan delved into the breakdown of expenses. Under Salaries & Benefits, an additional \$300K has been allocated for Agency use, with a 3% union bump amounting to \$209K, and NU/Mgmt also seeing a 3% increase totaling \$33K. Moving on to Supplies and Other Expenses, allocations include \$30K for Staff housing, \$10K for HR Legal expenses, \$75K for general expenses, \$50K for Food, \$26K for Utilities, and \$20K for Agency Travel.

### **5.3. Support for Nurse and Admin on call**

- During the nursing discussion, concerns were highlighted regarding the lack of administrative training for nurses to serve as Admin on Call. It was noted that recruitment for the Chief Nursing Executive (CNE) position is ongoing, with Ms. Meghan Gilbert temporarily fulfilling the role until a permanent hire is made. Ms. Meghan Gilbert will transition to the Family Health Team for three days per week starting April 8, 2024 allocating the remaining two days to hospital duties.
- Mr. Sumeet Kumar reported on discussions with a candidate who applied for the CNE position last month but opted not to proceed. He suggested appointing her as an interim CNE on April 7, 2024 until a permanent hire is finalized. Concerns were raised about the reduced number of Staff available for on-call duties, with only Ms. Meghan Gilbert and Mr. Sumeet Kumar currently on call. Plans were made to train the HR manager for on-call responsibilities, and Mr. Sumeet Kumar will explore solutions for managing on-call duties beyond April 17, 2024 if necessary. The forthcoming arrival of the new CNE on April 7, 2024 is anticipated to help alleviate these staffing challenges.

### **5.4. Updates to the Nominating Committee**

- It was noted that the Director filling this Vice-Chair vacancy would be expected to continue in that capacity for the following year term. The Nominating Committee decided to put the current vacancy on hold, with plans to revisit this matter at our next upcoming Meeting prior to the June Annual Meeting.

- Additionally, the Nominating Committee made several proposed recommendations for the upcoming June Annual Meeting:
  1. The Committee recommends to the Board of Directors a one-year extension of Mr. John Frostiak’s term as Board Chair for the term of 2024-2025.  
Note: A Director may have their maximum term extended by Board resolution for the purpose of succeeding to the office of Chair or serving as Chair.
  3. The Committee recommends the submission for Director re-election of Mr. Trevor Zhukrovsky for a two-year term for 2024-2026.
  4. The Committee recommends the submission for Director re-election of Mr. Dennis Gushulak for a two-year term for 2024-2026.
  5. The Committee recommends the submission for Director election of Ms. Jennifer Sedlacek for a two-year term for 2024-2026.
- Advertising has already been initiated to fill the upcoming Board Vacancy in June, as Ms. Eleanor Vachon’s 10-year term is upcoming. Each of these proposed recommendations from the Nominating Committee will require a separate mover and seconder to be presented at the June Annual Meeting.

**6. CORRESPONDENCE/INFORMATION**

**7. EMERGING ISSUES FOR DISCUSSION**

**7.1. ED Closures: Probability/Risk Management/Thresholds**

- Currently, there is physician ED coverage for the entire month of March.
- Physician recruiting initiatives were discussed at the Municipal Healthcare Recruitment Committee meeting. Discussions centered around housing solutions, with the Mayor exploring options with Evolution. Incentivization strategies are being looked at to attract individuals to the area.

**8. REPORTS**

**8.1. RLMCMH Foundation**

- Preparations for the Golf Tournament scheduled for July 21 and 22, 2024 have commenced.
- Both the Foundation and Auxiliary are seeking volunteers to participate in the upcoming Smile Cookie campaign. Volunteer shifts are two hours each, running from 6:00 am to 4:00 pm, throughout the duration of the campaign, which spans from April 29 to May 5, 2024.

## 8.2. RLMCMH Auxiliary

- During the meeting, several updates were provided:
  - The progressive pot for the draw currently stands at \$5,800.
  - It was noted that the upcoming craft and gift show scheduled for April 20, 2024 already has 28 tables reserved for vendors.
  - Progress is being made on securing funding for the three items listed on the Hospital wish list.
  - The Auxiliary reiterated their willingness to volunteer at the Hospital. Ms. Kaczmarek will be responsible for providing volunteer opportunities to Auxiliary members.

## 8.3. Chief Nursing Executive

- Ms. Meghan Gilbert will transition to the Family Health Team for three days per week starting April 8, 2024 while allocating the remaining two days to hospital duties until the new Chief Nursing Executive (CNE) is hired.

## 8.4. Chief Executive Officer

- The CEO report was included in the package.

## 8.5. Chief of Staff

- Deferred.

## 9. MEETING EFFECTIVENESS SURVEY

9.1. Results, February 27, 2024

9.2. Survey for Today's Meeting

## 10. CELEBRATIONS

- Ms. Meghan Gilbert will be attending nursing practitioner courses in the fall, marking a significant milestone in her career development. Recognition was extended for her support and contributions during her tenure as Chief Nursing Executive over the past years.

## 11. ADJOURNMENT

The meeting was adjourned by Mr. John Frostiak at 7:40 pm.

12. DATE OF NEXT MEETING: April 23, 2024.

## 13. IN CAMERA

Mr. Sumeet Kumar



President & CEO

Mr. John Frostiak



Board Chair