

Board of Directors Meeting Minutes

Tuesday, October 24, 2023 at 5:00pm
2 Gould St, Unit 118, Smiths Falls - Kilmarnock Room

Present:	Christopher Cummings (Board Chair), Sandra Shaw (Vice Chair), Juli Heney (Secretary), Irv Mazurkiewicz (Treasurer), Jackie Lord, Dorothy Thomson, Sandy Mark, 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:	
Regrets:	Christine Joli-Coeur, Stefany Kawka

	Agenda Items	Discussion
1.	Welcome & Land Acknowledgment	Chris Cummings, Board Chair, called the meeting to order at 5:00pm and confirmed quorum is met. He welcomed all in attendance and invited Juli Heney to provide a land acknowledgement.
2.	Approval of Agenda	There were no additions or revisions requested to the agenda. Motion: That the RCHS Board agenda for October 24, 2023 be approved as circulated. Moved by: Irv Mazurkiewicz Seconded by: Juli Heney Carried.
3.	Board Education Session – Primary Care in a Community Health Centre	Cherie Crawford, Manager, Primary Care, provided an overview of the Primary Health Care team and the many programs offered to clients. Highlights of the presentation included: <ul style="list-style-type: none"> • RCHS serves many complex individuals with a shared care model – in addition to regular visits with their primary care provider, clients are also seen and followed by various other providers such as social workers, counsellors, diabetes educators etc. • The team operates in a multidisciplinary and collaborative clinical setting offering services such as counselling and system navigation, medication management, supporting transition from hospital to home, chronic disease education, and mental health and palliative care supports, among many others. • There is a strong focus on providing support to underserved populations by coordinating efforts related to the social determinants of health (housing, food security/nutrition, employment etc.) • Current data was highlighted including individual service interactions, unique clients served per year, and cancer-screening statistics. • Appointments are client centred, which includes options for in person, phone, and virtual appointments. • The team continues to focus on diversion of visits to the ER by offering same-day acute symptomatic and respiratory clinics.

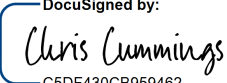
	Agenda Items	Discussion
		<ul style="list-style-type: none"> • There has been a large increase in calls for mental health support, and as a result additional programs to support this client population have been developed. • RCHS was selected as a partner with Centretown Community Health Centre for knowledge transfer and skill development related to the Trans Health Pilot Project. Beginning in November 2023, RCHS will be able to start supporting a subset of clients seeking hormone replacement therapy (HRT) which will greatly reduce wait times and increase support for those who are transitioning in surrounding areas. <p>Discussion and comments:</p> <ul style="list-style-type: none"> • Clarification was provided regarding the total capacity for accepting primary care clients. The organization's roster (panel) size is determined by the SAMI score (Standardized Adjusted Clinical Group Morbidity Index), which is calculated based on the complexity of clients being served. The total expected roster (panel), based on the SAMI score is included as part of the organization's MSAA (multi-sector service accountability agreement). It was noted that the target roster size is 95% which allows the organization some flexibility to offer other valuable programs and services to clients. <p>The board thanked Cherie for her informative presentation.</p>
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 – September 26, 2023 5.2 Executive Committee Minutes – October 10, 2023 5.3 Governance & Nominating Committee Minutes – October 3, 2023 i. GOV 73 Governance & Nominating Committee Terms of Reference (no changes) 5.4 Finance & Audit Committee Minutes – October 19, 2023 i. GOV 71 Finance & Audit Committee Terms of Reference (no changes) 5.5 Annual Committee Work Plans for 2023-2024</p> <p>Motion: That the consent agenda and items contained therein be approved as presented. Moved by: Sandy Mark Seconded by: Dorothy Thomson Carried.</p>
6	Committee Reports & Action Items	<p>Committee Chairs were provided an opportunity to present highlights of discussions and actions at recent committee meetings.</p> <p>6.1 Executive Committee – Chris Cummings, Chair</p> <ul style="list-style-type: none"> • Chris reported that at the last Executive Committee meeting, the committee discussed the results of the Executive Committee annual evaluation.

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		<ul style="list-style-type: none"> • The committee continues to focus on identifying opportunities for board education and professional development. • The role of the board in terms of strategic direction vs operations was discussed, and related education for the board will be planned. • Regarding community engagement, the committee is discussing how best to proceed in better engaging with our communities from a board perspective. An operational Community Engagement Council is being coordinated internally by management. GOV 313 – Community Engagement and Advocacy is being reviewed in light of the discussions. • The Senior Leadership Team interim succession plan was reviewed. • The committee supported plans for an additional flagpole to be installed at the Corporate Head Office with the aim support and recognize various initiatives and under-represented groups. <p>6.2 Governance & Nominating Committee – Sandra Shaw, Chair</p> <ul style="list-style-type: none"> • The committee reviewed the overall results of the annual governance evaluation for 2022-2023. It was highlighted that the board and committees are functioning well. Some modifications to the governance evaluation report are being made, and an action plan will be developed by the committee if warranted. Looking ahead to the evaluation for 2023-2024, some adjustments to question structure will be made to ensure consistent and accurate input. • The annual board education presentation schedule as compiled by management was reviewed and supported. • The Governance & Nominating Committee Terms of Reference were reviewed and approved with no changes. <p>6.3 Finance & Audit Committee – Irv Mazurkiewicz, Chair</p> <ul style="list-style-type: none"> • Irv noted that the financial reports and associated explanatory notes provided by the internal Finance Team were excellent. • The role description of the Treasurer as it appears in the bylaws is being reviewed to ensure alignment with governance policies and current practices. This will be coordinated with the bylaw review being led by the Governance & Nominating Committee. • The Finance & Audit Committee Terms of Reference were reviewed and approved with no changes. • Processes related to internal tracking and inventory of fixed assets were reviewed. <p>6.4 Capital Development Committee – Chris Cummings, Chair</p> <ul style="list-style-type: none"> • Anne reported that the last Capital Development Committee meeting was cancelled, and an email briefing was circulated to update committee members on the project status. • The project is on track, with the team continuing to make progress towards completion of the stage 2 business case. • The team is working with Ontario Health to obtain endorsement of required business case elements.
7	CEO Report	Michele Bellows, Chief Executive Officer, referred members to her written CEO report which was included in the meeting package. The following was highlighted:

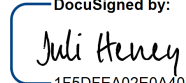
	Agenda Items	Discussion
		<ul style="list-style-type: none"> • RCHS has been selected as a partner for the Trans Health Pilot Project, being led by Centretown CHC. Capacity building and knowledge transfer will be provided to RCHS staff, which will allow the organization to support clients seeking hormone replacement therapy which will greatly reduce the wait times for clients in surrounding areas. • The organization is piloting online appointment booking (OAB) through Ocean for flu clinics in November and December. Registered clients will be given the option to book appointments for their annual flu vaccines online, or by calling the clinic. Pending a successful pilot, online booking will be considered for other services or appointment types.
8	Board Chair Report	<p>Chris Cummings, Chair, provided a verbal report to the board. Highlights included:</p> <ul style="list-style-type: none"> • An initial introductory meeting between the Rideau Community Health Services and Perth and Smiths Falls District Hospital Board Executive Committees has been coordinated for November 10th. The purpose of the meeting will be to explore opportunities for collaboration and the potential for a more formal relationship between both boards. • A meeting with John Jordan, MPP for Lanark-Frontenac-Kingston has been set for October 27th. The primary purpose of the meeting will be to continue advocacy for advancement of the capital project. • Chris and Michele continue to have regular meetings to discuss current issues, priorities, and directions. • There are several upcoming events/meetings which Chris will attend to represent the RCHS board (including the RCHS Community Connection event on October 25th; Alliance for Healthier Communities Chairs and Liaisons meeting on November 1st; Tour of potential sites for the Health and Social Services Hub with partner agencies on November 6th; and the RCHS Community Forum on November 8th). • Discussions have resumed with Community Home Support Lanark County regarding the potential for both organizations to work more closely together.
9	Break	Board members were provided with a short break.
10	Business Requiring Decision of Board	<p>10.1 Q2 Financial Statements 2023-2024 Irv Mazurkiewicz, Chair, Finance & Audit Committee referred members to the financial statements for the period ending September 30, 2023 (Q1 and Q2) which were included in the meeting package. The financial statements were reviewed in great detail at the October 19, 2023 Finance & Audit Committee meeting with no concerns being highlighted.</p> <p>Motion: That the Board approve the Q1 and Q2 Financial Statements for the period ending September 30, 2023 as recommended by the Finance & Audit Committee. Moved by: Irv Mazurkiewicz Seconded by: Sharon O'Hara Carried.</p>
11	Business for Discussion & Information	<p>11.1 CEO Mid-Year Performance Objectives Report M. Bellows provided a summary of progress to date towards meeting the CEO performance objectives as set by the board. It was noted, as discussed by the Executive Committee, that for the 2024-2025 CEO performance objectives,</p>

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		<p>specific quantitative indicators, and other metrics for measuring success will be considered, as opposed to the qualitative indicators which have been included for the last several years.</p> <p>11.2 Integrated Risk Report 2023-2024 M. Bellows gave a summary of the integrated risk management framework and risk register which captures information on current and ongoing organizational risks. A comprehensive risk report, which was included in the meeting package, details the most significant risks to the organization. It was noted that risk ratings for two items have been reduced as new mitigations strategies have been implemented.</p> <p>11.3 Board Liaison Report – October 11, 2023 Networking Meeting Sandra Shaw, Vice Chair and Board Liaison, referred members of the board to her written report which included highlights of information and discussions from the October 11th Board Liaison Networking meeting.</p> <p>11.4 Remembrance Day Wreath Ceremony Chris noted that the organization annually supports the poppy campaign for the Smiths Falls and Merrickville Legions by purchasing a poppy wreath. It was requested to purchase a poppy wreath from the Perth Legion this year as well. The wreaths will be displayed in the waiting rooms leading up to Remembrance Day. Volunteer board representatives to place the wreaths on the cenotaphs on behalf of the organization were sought.</p> <p>Action: Kristian Gundersen to arrange a poppy wreath for the Perth site and will coordinate with board representatives for support on Remembrance Day.</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, November 28, 2023 at 4:30pm via Zoom.
15	Adjournment	<p>Motion: That the meeting be adjourned at 6:27pm. Moved by: Chris Cummings Carried.</p>

Approved by:

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Chris Cummings, Board Chair
 12/4/2023 | 4:51 PM EST

Date

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Juli Heney, Board Secretary
 12/4/2023 | 3:58 PM EST

Date