

# BOARD OF DIRECTORS

## OPEN SESSION AGENDA

Thursday, December 12, 2024 at 4:00 pm

[Click here to register to attend](#)



*(R) denotes regrets received; (V) denotes participation virtually*

<b>Elected Directors:</b>	Dave Uffelmann	Carla Clarkson-Ladd	Bruce Schouten	Tim Ellis	Moreen Miller	Jody Boxall
	Anna Landry	Line Villeneuve	Dr. William Evans	Marni Dicker	Colleen Nisbet	Mary Lyne
<b>Ex-Officio Directors:</b>	Cheryl Harrison	Dr. Khaled Abdel-Razek	Diane George	Dr. Helen Dempster	Dr. Joseph Gleeson	
<b>Executive Support:</b>	Alasdair Smith	Mary Silverthorn	Tammy Tkachuk	Bobbie Clark		
<b>Guests:</b>	Carmine Stumpo, President and CEO, Orillia Soldiers' Memorial Hospital					

PAGE #	ITEM # / LEAD	TOPIC - WHAT IS TO BE ACCOMPLISHED/MOTION <small>♦ denotes attachment    ☒ denotes attachment to follow</small>	LINK TO STRATEGIC DIRECTION	LINK TO GOVERNANCE ROLE	TIME (Min.)
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### 1.0 CALL TO ORDER

---	1.1 D. Uffelmann	Welcome & Land Acknowledgment <b>We, Muskoka Algonquin Healthcare, acknowledge that we are situated on the traditional territory of the Anishinaabe. We wish to deepen our understanding of the culture of the local Indigenous communities to develop appropriate culturally safe health care services by building trust through respectful relationships that acknowledge past harms and mistakes to move forward in the spirit of Truth and Reconciliation based on the Seven Grandfather Teachings.</b>			4:00 – 4:05 (5)
1	1.2 D. Uffelmann	Approval of Agenda <b>MOTION: That the meeting agenda be approved as circulated.</b>	<i>Not applicable</i>	Decision Making	
---	1.3 D. Uffelmann	Declaration of Conflict of Interest <i>To remind members that conflicts are to be declared for any agenda items and the Director shall not attend any part of a meeting during which the matter in which they have a conflict is discussed.</i>	<i>Not applicable</i>	<i>Not Applicable</i>	
---	1.4 Bobbie Clark	Patient Experience <i>To provide real experiences of patients to help maintain focus on continually improving patient safety and experience.</i>	Quality Care and Safety	Oversight	4:05 – 4:15 (10)
---	1.5 Carmine Stumpo	Education & Strategic Discussion: Medium Sized Hospitals – Challenges and Opportunities	Strengthens all Strategic Directions	Education & Strategy	4:15 – 4:30 (15)
6	1.6 Alasdair Smith	Education & Strategic Discussion: Artificial Intelligence in Healthcare♦	Innovation & Technology	Education & Strategy	4:30 – 4:40 (10)

### 2.0 BUSINESS ARISING

		<i>There is no business arising for this meeting</i>			
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### 3.0 REPORTS

---	3.1 D. Uffelmann	Chair's Remarks <i>To receive the report.</i>	Strengthens all Strategic Directions	Oversight	4:40 – 4:45 (5)
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### 3.0 Reports Continued....

7	3.2 C. Harrison	Report of the President and Chief Executive Officer♦ <i>To receive the report.</i>	Strengthens all Strategic Directions	Oversight	4:45 – 4:50 (5)
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### 4.0 PROGRAM QUALITY & EFFECTIVENESS

12	4.1 Dr. K Abdel-Razek	Report of the Chief of Staff & Medical Advisory Committee♦ <i>To receive the report.</i>	Quality Care & Safety	Oversight	4:50 – 4:55 (5)
---	4.2 Dr. W. Evans	Report of the Quality & Patient Safety Committee <i>To receive an overview of Committee activity.</i>	Quality Care & Safety	Oversight	4:55 – 5:00 (5)
21	4.3 Dr. W. Evans	Quality and Patient Safety Report Q2♦ <i>To receive the quarterly Quality &amp; Patient Safety Report for 2024-25</i>	Quality Care & Safety	Oversight	5:00 – 5:05 (10)

### 5.0 STRATEGIC DIRECTION

25	5.1 C. Clarkson-Ladd	Capital Redevelopment♦ <i>To receive an update on the work of the Committee.</i>	Strengthens all Strategic Directions	Oversight	5:05 – 5:10 (5)
29	5.2 C. Nisbet	Muskoka & Area Ontario Health Team (MAOHT) Update♦ <i>To receive a status update on current activities of the MAOHT.</i>	Partnerships and Collaboration	Oversight	5:10 – 5:15 (5)

### 6.0 FINANCIAL AND ORGANIZATIONAL VIABILITY

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31	6.2 B. Schouten	People Metrics Q2♦ <i>To receive and discuss the Q2 results and any remedial actions.</i>	Sustainable Future	Oversight	5:20 – 5:25 (5)
34	6.3 B. Schouten	Enterprise Risk Report♦ <i>To receive and discuss the update.</i>	Sustainable Future	Oversight	5:25 – 5:35 (10)
40	6.4 B. Schouten	Cerner (E-Nautilus) Project♦ <i>To receive a status update.</i>	Sustainable Future	Oversight	5:35 – 5:40 (5)
43	6.5 B. Schouten	Financial Results Q2♦ <b>MOTION: That the year-to-date financial results September 30, 2024 be received.</b>	Sustainable Future	Oversight	5:40 – 5:50 (10)
52	6.6 B. Schouten	Annual Operating Budget♦ <b>MOTION: That the assumptions for the Annual Operating Plan be approved.</b>	Sustainable Future	Decision Making	5:50 – 5:55 (5)

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## 7.0 LEADERSHIP

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54	7.2 D. Uffelmann	President and CEO 2024/2025 Performance Objectives♦ <i>To receive the Q2 status update</i>	Strengthens all Strategic Directions	Oversight	
58	7.3 D. Uffelmann	Chief of Staff 2024/2025 Performance Objectives♦ <i>To receive the Q2 status update</i>	Strengthens all Strategic Directions	Oversight	

## 8.0 BOARD EFFECTIVENESS

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59	8.2 M. Dicker	Board Work Plan and Education Plan♦ <b>MOTION: That the 2024-2025 Board Work Plan and Education Plan be approved.</b>	Strengthens all Strategic Directions	Decision Making	6:05 – 6:10 (5)
64	8.3 B. Schouten	Resources and Audit Committee Terms of Reference♦ <b>MOTION: That the revised Resources and Audit Committee Terms of Reference be approved.</b>	Strengthens all Strategic Directions	Policy Formation	6:10 – 6:15 (5)
71	8.4 Dr. W. Evans	Quality & Patient Safety Committee Terms of Reference♦ <b>MOTION: That the revised Quality &amp; Patient Safety Committee Terms of Reference be approved.</b>	Strengthens all Strategic Directions	Policy Formation	6:15 – 6:20 (5)

## 9.0 CONSENT AGENDA - To approve or receive the items listed below without further debate.

<b>MOTION: That the following items be approved or received as indicated:</b>					
73	9.1	Approval of the Board of Director Meeting Minutes of September 12, 2024♦	Strengthens all	Decision	6:20 – 6:25 (5)
81	9.2	Approval of the Board of Director Meeting Minutes of October 10, 2024♦	Strengthens all	Decision	
85	9.3	Approval of the Board Goals and Board Work Plan Policy with no amendments♦	Strengthens all	Policy	
91	9.4	Approval of the Board Policy and Governance Review Policy with no amendments♦	Strengthens all	Policy	
93	9.5	Receipt of the Board Officer, Committee Chair, Committee Assignment Process♦	Strengthens all	Oversight	
96	9.6	Receipt of the Quality Council Update♦	Quality	Oversight	
98	9.7	Receipt of the Patient and Family Advisory Council Update♦	Quality	Oversight	
100	9.8	Receipt of the Ethics Committee Update♦	Quality	Oversight	
102	9.9	Receipt of the Capital Budget Planning Process♦	Sustainable	Oversight	
105	9.10	Receipt of the 2024/2025 Q2 Compliance Report♦	Strengthens all	Oversight	
106	9.11	Receipt of Expense Reports♦	Strengthens all	Oversight	
113	9.12	Receipt of the Executive Performance Evaluation Timeline♦	Strengthens all	Oversight	
115	9.13	Receipt of the Annual Board Governance Improvement Goals Status Report♦	Strengthens all	Oversight	

116	9.14	Receipt of the Annual Policy Review Schedule♦	Strengthens all	Oversight	
119	9.15	Receipt of the Meeting Attendance Record♦	Strengthens all	Oversight	

**10.0 WRAP UP & ADJOURNMENT**

---	10.1 D. Uffelmann	<b>MOTION: That the open session be adjourned.</b>	<i>Not applicable</i>	<i>Not Applicable</i>	6:25
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*Break: 6:25 – 6:40*

### MAHC DEFINITION OF QUALITY

Quality at MAHC results in shared decision-making between the patient/family and health care team to achieve a patient identified desired health outcome. MAHC will deliver safe, effective, patient-centered services, efficiently, and in a timely fashion, resulting in optimal health status for our patients.

Defining Elements of Quality Care		
Element	Patient Meaning	Provider Meaning
Safe	I will not be harmed by the health system.	The care my patient receives does not cause the patient to be harmed.
Effective	I receive the right treatment for my condition, and it contributes to improving my health.	The care I provide is based on best evidence and produces the desired outcome.
Patient Centered	My goals and preferences are respected. My family and I are treated with respect and dignity.	Decisions about my patient’s care reflect the goals and preferences of the patient and his or her family or caregivers.
Efficient	The care I receive from all practitioners is well coordinated and efforts are not duplicated.	I deliver care to my patients using available human, physical, and financial resources efficiently, with no waste to the system.
Timely	I know how long I have to wait to see a doctor or for tests or treatments I need and why. I am confident this wait time is safe and appropriate.	My patient can receive care within an acceptable time after the need is identified.
Equitable	No matter who I am or where I live, I can access services that benefit me. I am fairly treated by the health care system.	Every individual has access to the services they need, regardless of his/her location, age, gender, or socio-economic status.

### ISSUE FOCUSED ETHICAL DECISION MAKING FRAMEWORK

The intent of this framework is to enable decision makers to address complex and challenging issues in a comprehensive and logical manner. It is a reflective process intended to stimulate discussion to identify explicit reasons for or against a proposed course of action, and to do that in the context of the Mission, Vision and Values.



<p align="center"><b>SITUATION</b> Understand the Problem</p> <p>Tell the Story</p> <p>What exactly is the problem we have to solve?</p> <p>Who needs to be involved in the decision-making?</p> <p>Who has the authority to make the decision?</p>	<p align="center"><b>BACKGROUND</b> Set the Context</p> <p>What values or principles are either engaged or are in conflict?</p> <p>How do MAHC’s Mission, Vision and Values fit?</p> <p>Is there relevant law?</p> <p>Is there relevant MAHC policy/procedure?</p> <p>Is there relevant professional ethical policy?</p> <p>What is my personal context and/or bias?</p> <p>Was the ethicists’ assistance required?</p>
<p align="center"><b>ASSESSMENT</b> Consider the Options</p> <p>Ask first – is doing nothing an option?</p> <p>What are the Benefits or Strengths?</p> <p>What are the Harms / Limitations / Consequences?</p> <p>How does this align with values?</p> <p>How does this align with relevant MAHC Values/Principles/Policies and Legislation/Laws?</p>	<p align="center"><b>RECOMMENDATION</b> Develop an Action Plan</p> <p>What is the decision?</p> <p>Does the decision pass the TV test?</p> <p>What is the implementation plan?</p> <p>Who has to take action?</p> <p>What is the communication plan?</p> <p>How do we evaluate/revise the action plan if required?</p>