

BOARD OF DIRECTORS

OPEN SESSION AGENDA

Thursday, March 27, 2025 at 4:00 pm
Virtual via Zoom



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

Elected Directors:	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
Ex-Officio Directors:	Cheryl Harrison	Dr. Khaled Abdel-Razek	Diane George	Dr. Helen Dempster	Dr. Joseph Gleeson	
Executive Support:	Alasdair Smith	Mary Silverthorn	Tammy Tkachuk			
Guests:	Judy Moore					
	Imtiaz Daniel, Chief Innovation and Transformation Officer, Ontario Hospital Association					

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 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.			4:00 – 4:05 (5)
1	1.2 D. Uffelmann	Approval of Agenda MOTION: That the meeting agenda be approved as circulated.	<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 C. Harrison / J. Moore	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 A. Smith / I. Daniel	Education & Strategic Discussion – Innovation and Transformation	Innovation & Technology	Education/ Strategic Discussion	4:15 – 4:55 (40)

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	4:55 – 5:00 (5)
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	3.2 C. Harrison	Report of the President and Chief Executive Officer♦ <i>To receive and discuss the report.</i>	Strengthens all Strategic Directions	Oversight	5:00 – 5:10 (10)

4.0 PROGRAM QUALITY & EFFECTIVENESS

XX	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	5:10 – 5:20 (10)
---	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	5:20 – 5:25 (5)
XX	4.3 Dr. W. Evans	Quality and Patient Safety Report Q3♦ <i>To receive the quarterly report</i>	Quality Care & Safety	Oversight	5:25 – 5:35 (10)
XX	4.4 Dr. W. Evans	Quality Improvement Plan♦ MOTION: That the Quality Improvement Plan 2025-2026 be approved.	Quality Care & Safety	Decision Making	5:35 – 5:45 (10)

5.0 FINANCIAL AND ORGANIZATIONAL VIABILITY

---	5.1 B. Schouten	Report of the Resources & Audit Committee <i>To receive an overview of Committee activity.</i>	Sustainable Future	Oversight	5:45 – 5:50 (5)
XX	5.2 B. Schouten	Services Accountability Agreements♦ MOTION: That the Board of Directors accept the Hospital Services Accountability Agreement Extending Letter and the Multi-Sector Service Accountability Extending Letter, to amend the term and extend all Schedules to March 31, 2026, and that the Board Chair and Chief Executive Officer be authorized to sign the extending letters, subject to a minor amendment to reflect recognized exceptions.	Sustainable Future	Decision Making	5:50 – 5:55 (5)
XX	5.3 B. Schouten	Attestation – Fighting Against Child Labour in Supply Chain Act♦ MOTION: That the Board of Directors authorize the Board Chair to sign the Bill 211 Attestation - Fighting Against Forced Labour and Child Labour in Supply Chains Act.	Sustainable Future	Decision Making	5:55 – 6:00 (5)
XX	5.4 B. Schouten	2025-2026 Capital Budget♦ MOTION: That the 2025/2026 Capital Budget be approved.	Sustainable Future	Decision Making	6:00 – 6:10 (10)
XX	5.5 B. Schouten	Enterprise Risk Management Status Update on Priorities• <i>To receive the quarterly update.</i>	Sustainable Future	Oversight	6:10 – 6:15 (5)
XX	5.6 B. Schouten	Cerner (eNautilus) Status Updates♦ <i>To receive an update.</i>	Innovation & Technology	Oversight	6:15 – 6:25 (10)
XX	5.7 B. Schouten	Information Technology Risk and Security♦ <i>To receive an update.</i>	Innovation & Technology	Oversight	
XX	5.8 B. Schouten	Information Technology Future Planning♦ <i>To receive an update.</i>	Innovation & Technology	Oversight	

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6.0 LEADERSHIP

XX	6.1 B. Schouten	People Metrics Q3♦ <i>To receive and discuss the Q3 results and any remedial actions.</i>	People	Oversight	6:25 – 6:35 (10)
---	6.2 D. Uffelmann	Performance Management Committee Report	People	Oversight	6:35 – 6:45 (5)
XX	6.3 D. Uffelmann	President and CEO Annual Performance Objectives Progress Update♦ <i>To receive the quarterly update.</i>	People	Oversight	6:45 – 6:55 (10)
XX	6.4 D. Uffelmann	Chief of Staff Annual Performance Objectives Progress Update♦ <i>To receive the quarterly update.</i>	People	Oversight	6:55 – 7:05 (10)

7.0 BOARD EFFECTIVENESS

XX	7.1 D. Uffelmann	Policy Review – Performance Management Committee MOTION: That the following amended policies be approved: a) Chief of Staff Selection and Succession Planning♦ b) President & CEO and Chief of Staff Compensation♦	Strengthens all Strategic Directions	Policy Formation	7:05 – 7:10 (5)
XX	7.2 D. Uffelmann	Policy Review – Resources and Audit Committee♦ MOTION: That the following amended policies be approved: a) Board Award of Excellence Policy♦ b) Investment Policy♦ c) Borrowing Policy♦	Strengthens all Strategic Directions	Policy Formation	7:10 – 7:15 (5)

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

MOTION: That the following items be approved or received as indicated:					
XX	8.1	Approval of the Board of Director Meeting Minutes of February 13, 2025♦	Strengthens all	Decision	7:15 – 7:20 (5)
XX	8.2	Receipt of the Quality Council Update♦	Quality	Oversight	
XX	8.3	Receipt of the Patient Family Advisory Council Report♦	Quality	Oversight	
XX	8.4	Receipt of the Trillium Gift of Life Network Report♦	Strengthens all	Oversight	
XX	8.5	Receipt of Expense Reports♦	Strengthens all	Oversight	
XX	8.6	Approval of the Insurance and Asset Protection Policy with no amendments♦	Strengthens all	Policy	

9.0 WRAP UP & ADJOURNMENT

---	9.1 D. Uffelmann	MOTION: That the open session be adjourned.	<i>Not applicable</i>	<i>Not Applicable</i>	7:20
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Break: 7:20 – 7:35

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 style="text-align: center;">SITUATION <u>Understand the Problem</u></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 style="text-align: center;">BACKGROUND <u>Set the Context</u></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 style="text-align: center;">ASSESSMENT <u>Consider the Options</u></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 style="text-align: center;">RECOMMENDATION <u>Develop an Action Plan</u></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>