

North Shore
Health Network



Réseau Santé
Rive Nord

Welcome to the 23rd Annual General Meeting

June 20, 2023

1900 Hours

**Blind River Site Classroom
525 Causley Street, Blind River, ON**





ANNUAL GENERAL MEETING

DATE: **JUNE 20, 2023**

TIME: **7:00 PM**

LOCATION: **Blind River Site Classroom
525 Causley St., Blind River, ON**

ITEM	TOPIC <i>*Items marked with an asterisk indicate attachments included.</i>
1.0	CALL TO ORDER
2.0	PROOF OF NOTICE*
3.0	MINUTES OF ANNUAL GENERAL MEETING - June 14, 2022*
4.0	REPORT of any unfinished business from any previous meeting of the Corporation.
5.0	<p>REPORTS</p> <ul style="list-style-type: none"> ◆ Board Chairperson - Donna Latulippe* ◆ Chief Executive Officer—Tim Vine* ◆ Chief of Staff - Dr. Nicholas Jeeves* ◆ NSHN Auxiliary* ◆ Auditor Report* (BDO Canada LLP) <p><i>Audited financial statements are available on the NSHN website: www.nshn.care</i></p>
6.0	APPOINTMENT OF AUDITORS
7.0	REPORT OF THE NOMINATING COMMITTEE
8.0	NEW BUSINESS
9.0	ADJOURNMENT

NOTICE OF ANNUAL GENERAL MEETING:

Notice of the Annual General Meeting, as noted below, was advertised in The Elliot Lake Standard, The Northshore Sentinel, Island Clippings, Local Channel 10 in Blind River, the NSHN Website and on the NSHN Facebook page.



NOTICE OF ANNUAL GENERAL MEETING

TO BE HELD: Tuesday, June 20, 2023 @ 7:00 pm
Blind River Site Classroom or via ZOOM

Everyone is welcome to attend.

To confirm your attendance and/or to receive a ZOOM meeting invitation to the North Shore Health Network AGM or for further information, contact

Donna Schwehr-May, Executive Assistant
(705) 356-2265 Ext 2601 or dmay@nshn.care

Report of the Board Chairperson: Donna Latulippe

Leadership is accompanied by a burden of responsibility. The last 10 years have been a wonderful opportunity to learn about our health system and meet new people. In the last 5 years as Chair, there was always a heavier burden of responsibility. First we lost our Chair and I had to step up earlier than I expected. Fortunately the Chair is surrounded by wonderful hardworking people. Donna May, organizer extraordinaire and always the efficient communicator and keeper of information has fortunately been my steadfast guide in this time of service. We have hired and lost three CEO's in this period of time; not an easy process for volunteer board members. Fortunately I have had great hiring committees and wonderful 1st Vices in John Frederick and Chris Astles to guide the process. These gentlemen stepped up with advice whenever called upon and I assure you that was often and now Chris is willing to step up and serve as Chair.

In the last 5 years we have lost two outstanding board members to cancer in Alex and Sharon. We have lost Senior Team leaders to this horrible disease as well. We have had COVID. We have had the threat of a roof collapse and a total evacuation of our Blind River site. Now we are struggling to find staff and experiencing closures at our sites. Our past CEO's were enduring stressful life experiences which caused them to leave their post. So think how strong we have become in dealing with all of this.

Dave Murray was a godsend and brought some stability to our situation in turbulent times. We are actually close to a Strategic Plan thanks to Melanie, with support from

Donna May. We see that Ontario's health system is in jeopardy—the worst in Canada at the present time. Many Hospitals are on the brink of bankruptcy. However, there is always one thing we can count on, our front lines; PSWs, RPNs, RNs, NPs and doctors. We can count on our charitable Foundation and our Auxiliaries. I know that this will be a difficult time during the process of carrying out the recommendations of the Operational Review. We all need to be aware and work together.

Tim Vine has accepted the role of CEO in the most turbulent time for the North Shore Health Network and he needs your support. I encourage Tim to continue to be open in his communication, to understand our role in the Ontario Health Team and continue to raise awareness of our situation with his colleagues at Ontario Health North. It will take our 18 villages and many others to restore the system to a pre-COVID state.

I wish you all well in your endeavours. Be informed, be strong, be collaborative. I will be joining the Thessalon Hospital site Auxiliary and watching. I am here should anyone need to discuss any issues or concerns. I thank you for your past support and wish you every success in the future.

Sincerely,

Donna Latulippe,
Board Chair



2022—2023 Board of Trustees

Donna Latulippe, Chair

Chris Astles, 1st Vice Chair
Jack Cruickshank, 2nd Vice Chair

John Frederick
Douglas Clute
Mark Whitmore
Amanda Williams
Hugh Hoogendoorn

Marcel Denis
Lisa Bell-Murray
Allan Moffatt
James Orlando



Remarks from the Chief Executive Officer: Tim Vine

As we pause at the Annual Meeting to reflect and take stock, it feels more than a little strange for me. I have been here for less than six months, but in many ways, it seems like six years. It would be hard to understate the moment we find ourselves in as an organization. We have been buffeted by the waves of COVID, been somewhat tattered by the winds of leadership change, and we look to an unknown horizon of system transformation.

But we carry on. I think that is the first thing to point out. The spirit of this place and people who serve here is, to my mind, its greatest strength. Throughout the NSHN we have dedicated people working hard to provide high-quality, compassionate healthcare, often in less than ideal circumstances. I note from previous annual reports, we face many of the same challenges as an organization and a system, from health human resources challenges to financial pressures, to the changing needs of aging communities with increasingly complex overlapping chronic ailments. But we carry on, together. This team is equal to the task, and as leaders it's up to us to remind them of that, and support them through it. We and our entire health system have some way to go to restore a sense of 'normalcy' in this endemic phase of COVID, but it seems as though we are emerging. Following Churchill's advice, after finding ourselves in some sort of 'hell', we have kept going! This is a bigger accomplishment than we might sometimes realize.

Our tattered sails of leadership are beginning to be mended as well. We have stabilized around a very collegial and thoughtful group of people, who are dedicated to the organization, its mission, and committed to the long-haul. Looking over the previous annual reports from the CEO, there have been years without reports and only two years that had the same author since 2016. It is my hope and commitment that this will be the first of many such reports that bear my name. With this stability, however, we do not want to admit complacency or rigidity. We continue to live in volatile, uncertain, complex, ambiguous times. The tension between continuity and fluidity is a real one, especially given the rapidity of technological change, and the demographic shifts underway in society at large. The great pre-Socratic philosopher Heraclitus identified the changing nature of the world, reminding us we cannot step in the same river twice. We must keep this fluidity in mind as we deal with volatility, uncertainty, complexity, and ambiguity, not

denying it, or seeking oversimplification, but acknowledging it and returning to the well of who we are and what we are about. We need to refine and clarify the mission, vision, and values of the NSHN as part of a strategic refresh, but it would be hard to believe we would not cleave to the foundational principal of responding with kindness and care to all those who turn to us in need.

If you can forgive the overdrawn metaphor, as we right our ship, we can then look to that uncertain horizon, quietly self-assured that we are more than equal to the task of rolling in the waves. That by returning to our core purpose, we can refresh and adapted to the winds of change. Looking to work collaboratively with our partners to improve the health of our communities. With the philosophy of the system shifting from disease management to wellness, NSHN must be prepared to reexamine its services to support this goal. We know there always be a need for disease management through emergency and acute care services, but we need to look hard at preventive and supportive services, partnering with primary care, to delay the need for institutional based care. Given the demographics of our communities, working to support community based and outpatient geriatric services is a significant way for NSHN to contribute to community wellness. While we don't have great visibility to, and none over, the horizon, being flexibly and guided by our desire to serve the communities' health needs gives us clear way to navigate.

In taking stock then, in my short time with NSHN, I am optimistic. Not that the storm clouds have receded or even that the waters are calmer, but that our ship is only getting more seaworthy.

Best,
Tim



Report of the Chief of Staff: Dr. Nicholas Jeeves

1. Operational Review (OR).

The Board of Trustees will review their commissioned report prior to general release, and consider their options for ongoing changes involving the structure and alignment of NSHN. From a number of perspectives, the OR has become a dominant factor overshadowing many potential initiatives or programs for the stabilization and sustainability of clinical services. However, independent of the OR, NSHN faces a number of independent threats related to changes in professional staffing, access to providers and other professionals, provincial funding, existing provider contracts, and lack of primary care services.

- a. The province lacks an adequate supply of physicians, a problem which is in no way immediately fixable. The supply strategies proffered by the Ministry cannot have a meaningful impact in the near north for at least 5-7 years.
- b. A sixth of provincial providers are near, at or post retirement age. Additionally, the pandemic has driven many to leave the profession, or to significantly reduce their work commitments. Additional changes to the way professionals view their work commitments relative to urban models of delivery have impacts on the numbers who are maintaining the "old-style" rural/northern practice, which is significantly changing the ways in which rural/northern communities can expect to receive services from physicians into the future.
- c. Innovative delivery programs we have tried to implement at NSHN have been severely hampered by an equally frustrating lack of access to NPs and other professionals. They too, exist in inadequate numbers currently to be an immediate part of the solution to provider access.
- d. Issues of diversity of Ministry contracts also impair a lack of parity amongst NSHN sites and communities and are an ongoing impediment in many ways to the persistent lack of access to primary care. This has a significant and direct impact on NSHN and its service delivery requirements.

- e. Any of these ongoing challenges presents potential opportunities for NSHN to pursue novel and multi-level provider solutions in its own right, but limitations which may arise from the OR and Ministry funding short comings will limit our ability to act.

2. Quality and Safety.

- a. I continue to participate in the Quality Committee for NSHN, the Board of Directors (BOD), and Golden Birches.
- b. The ER Committee continues to review cases from all sites and has a robust Critical Incident Review process. A number of QIPs are planned.
- c. Acute Care will shortly have an Inpatient Care Committee, which will engage in its own Quality Review strategy. This will include Quality Improvement Programs (QIPs) as part of the process.
- d. Golden Birches already has in place a sound and functional quality review process with regular meetings and a number of ongoing QIPs, such as for de-prescribing and reduction of anti-psychotic medication use.
- e. The physicians continue to participate in the College's Quality Improvement Process which will come around again in the fall.
- f. NSHN's QRM process remains embedded in Surge and is available for all to document issues of concern.

3. Medical Advisory Committee (MAC).

MAC meeting functions will undergo a review this summer to look of possible areas of improvement for reasons of efficiency and alignment of function.

4. Long-Term Care.

I have been retained as the Medical Director of Golden Birches. Thus far, most of my involvement has revolved around Quality Management.

Report of the Chief of Staff: Dr. Nicholas Jeeves *continued*

5. Emergency Departments.

- a. Thessalon and Blind River sites now both struggle with Provider staffing issues. These struggles were exacerbated by the MOH's cessation of several supplemental pools of funding. The CTSLP and AFA top-ups have now been re-instituted with guarantees to the end of September and retro-active to beginning of April, 2023. This has certainly had immediate effect in staffing of the Thessalon site.
- b. Intermittent ER closures in Thessalon have become impossible to prevent, with some challenges to volumes at the other sites.
- c. Richards Landing-Matthews site continues to experience significantly increased volumes, partially related to patient diversions from Thessalon, but also from business from the Sault Area Hospital ER, with patients apparently seeking faster turn-around times and ease of access.
- d. The new Peer-to-Peer program is up and running and can be accessed by any physician provider at any time of the day or night. This is done via Criticall and requesting this service directly for support in decision-making, intervention, transportation, consultation, etc.

6. Hospitalist Program.

The inpatient Provider services are now largely carried

out by the new Hospitalist program. This is currently on the basis of a short-term, 6-month contract, set to be reviewed in September.

7. One Expanse.

- a. Go-Live has been moved back to April of 2024, with the goals of improving inter-facility communication, seamless sharing of relevant health information, improved Patient Safety and error reduction, Quality Improvement through shared, evidence-based order sets, smoother Transitions of Care, and improved user experiences.
- b. Front-end dictation services will come into active use this summer.
- c. The implementation group, including Mark Donner, Katie Wessell, Diane Simpkins, Carol-Ann Agnihotri, Bill Crawford, Katie Bird (our pharmacist), Beth Cumming (RN), and myself, attend regular meetings with the broader regional team to review, map changes to and, where necessary, re-align Order Sets for use under One Expanse. This is a particularly time-consuming and involved process.

Dr. Nicholas Jeeves
Chief of Staff
North Shore Health Network

Report of the NSHN Auxiliary

Board of Directors:

Lois Harrop (Chair)
Janet Trombley (Vice-Chair)
Andrea Rainville (Appointed Treasure)
Brenda Bouchard (Appointed Secretary)

Richards Landing Auxiliary Report:

Activities held by Richards Landing Matthews Site Auxiliary
- 2022/2023:

The Auxiliary for Richards Landing held their major fundraising event last July 29th, 2022, which was our

Annual Community Night. We held our quilt raffle with first prize of the homemade quilt, second prize was a bicycle, and third prize was a \$500 gift certificate from Kentvale Home Hardware. It was a great success as we sold all the tickets available. The activities of Community Night include a Nacho Booth, Pie Booth, various games for children to play, Teddy Bear Booth, Crown and Anchor, Dunk Tank, Bingo plus many more. The parade from Littleton St. to the Community Fairgrounds brings out lots of participants some of which include various prizes for the participants in the parade.

Report of the NSHN Auxiliary *continued*

This was the first Community Night held since COVID so the whole night saw lots of people and families in attendance. The night was a huge success! The following weekend we took our Matthews Hospital Float to Hilton Beach to participate in their Community Night Parade.

Other monies came in from Memorial donations received during the year.

At our meetings we discussed various activities for 2023/2024 as 2024 is the 100th Anniversary of our Hospital.

Thessalon Auxiliary Report:

This year we held ongoing Catch the Ace, Give and Take Table June and July, Red Tag Day September, and Tree of Lights December.

Blind River Auxiliary Report:

The NSHN Auxiliary Blind River Site Committee met on 3 occasions – September 28, 2022; February 22, 2023; and April 25, 2023. There are close to 80 auxiliary volunteers in the community.

Fundraisers during the 2022-2023 fiscal year:

Our 30th Annual Tree of Lights Campaign in December proceeded as it has since the beginning of the pandemic. Donation forms were mailed out to auxiliary members/volunteers and were also available in the Gift Shop and at Barrel of Goodies on Woodward Ave.

The Annual Bake Less Bake Sale was conducted through mail-outs sent to auxiliary member/volunteers in late January 2023.

The NSHN Auxiliary was donated a queen size quilt by an Iron Bridge quilter for a raffle fundraiser which will continue into October of 2023. Tickets are being sold by Blind River and Thessalon auxiliary volunteers.

Thanks to fundraising efforts between 2019 and 2022, albeit significantly restrained due to the pandemic, the auxiliary was able to donate \$38,480.39 to the NSHN Foundation in November 2022 towards the purchase of medical equipment. The Site Committee has since

received a list of high priority capital requirements for the 2023-2024 fiscal year that have been pre-approved by the Foundation and will be considered for donations in the future.

In the Gift Shop:

Shop hours have remained the same: Mondays through Fridays from 10 a.m. until 3 p.m. Our 10 gift shop volunteers have remained a very dedicated group, even though the shop is still much quieter than it was pre-pandemic. It is hoped that more volunteers can be recruited for the gift shop during the summer months. The recent transition from sale of parking tokens to sale of parking coupons in the shop has progressed smoothly, as has the transition from selling 5 window HELPP tickets to 3 window tickets for charity and non-profit organizations when our lottery license was renewed at the beginning of April 2023.

Other:

The Blind River Auxiliary Site Committee was very pleased to meet and welcome new NSHN CEO Tim Vine at their February meeting. At that meeting, also, after a long vacancy, they welcomed their 5th member Susan Singleton.

New Christmas lights were purchased by the auxiliary prior to Christmas for decorating two trees in the cafeteria.

On behalf of the site's auxiliary volunteers, nurses in Acute Care, Emergency and Golden Birches were shown due appreciation and treated to flowers and cupcakes during National Nursing Week in early May. The Gift Shop also decorated their show case to commemorate Nursing Week. A token of appreciation was also delivered to the clinic housing the Huron Shores Family Health Team.

Site Committee Membership 2023-24

Janet Trombley – Chair

Lois Harrop – Vice-Chair

Andrea Rainville – Treasurer

Brenda Bouchard – Secretary

Susan Singleton – Member at Large

Lois Harrop

Chair, North Shore Health Network Auxiliary