

Meeting:	Board of Directors		
Date:	June 5, 2025		
Time:	5:00pm		
Place:	Boardroom/Virtual		
Our Shared Purpose:	People First		
Committee Members in Attendance:			
<input checked="" type="checkbox"/> C. Gilmer, Chair	<input checked="" type="checkbox"/> M. McAllister, VC	<input checked="" type="checkbox"/> M. Noel	<input checked="" type="checkbox"/> L. Orpana
<input checked="" type="checkbox"/> R. Freeborn	<input checked="" type="checkbox"/> C. Bell-Smith	<input checked="" type="checkbox"/> D. Morrison	<input checked="" type="checkbox"/> B. Nixon
<input checked="" type="checkbox"/> R. Stevenson	<input checked="" type="checkbox"/> S. Anderson	<input checked="" type="checkbox"/> L. Savoy	<input checked="" type="checkbox"/> K. Simmons
<input checked="" type="checkbox"/> M. Cassaday	<input checked="" type="checkbox"/> G. Ivory	<input checked="" type="checkbox"/> P. Ketov	<input checked="" type="checkbox"/> K. Zimmerman
<input checked="" type="checkbox"/> M. Bhargava	<input checked="" type="checkbox"/> S. Forsyth	<input checked="" type="checkbox"/> K. Everdell	<input checked="" type="checkbox"/> S. Walsh
<input checked="" type="checkbox"/> J. Gillard	<input type="checkbox"/> J. Fleming (R)	<input checked="" type="checkbox"/> D. Perera	<input checked="" type="checkbox"/> L. Obomighie
<input checked="" type="checkbox"/> C. Gervais	<input type="checkbox"/> L. Andrews (R)	<input checked="" type="checkbox"/> M. Cocchetto	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

1.	TERRITORIAL ACKNOWLEDGEMENT
	M. Noel provided the territorial land acknowledgement.
2.	CALL TO ORDER
	C. Gilmer called the meeting to order at 5:01pm.
3.	HEALTH PROFESSIONS SCHOLARSHIP PRESENTATION
	<p>NHH created the Health Professions scholarship program in 2003 to help students from west Northumberland who have chosen to pursue a career in the healthcare sector. In addition to being enrolled or accepted for enrollment in full-time study program, each of the scholarship applicants are evaluated on a combination of criteria, including academic achievements, extra-curricular activities, a letter explaining their career goals and written references from teachers or mentors.</p> <p>C. Gilmer announced Aishwarya Rajesh Krishnan and Reagan Lalande, both of Cobourg as the 2025 Health Professions Scholarship recipients. Both recipients were in attendance, and both are very deserving of this award. Each recipient received a cheque for \$1500 toward their studies. A media release was shared immediately following this meeting. The Board congratulated both Aishwarya and Reagan on their accomplishments.</p>
4.	EDUCATION SESSION - EDIAC PRIDE Month

	L. Obomighie presented on the topic of PRIDE month related to the history, significance and local engagement activities at NHH and how the Board can support PRIDE.
5.	CONFLICT OF INTEREST
	No conflict of interest was declared.
6.	APPROVAL OF PREVIOUS MINUTES – APRIL 3, 2025
	The previous minutes of April 3, 2025, were pre-circulated with the agenda package. The minutes were approved on a Motion by M. Cassaday and Seconded by L. Orpana. Carried.
7.	CONSENT AGENDA
	<p>The consent agenda matters were reviewed. A Motion was put forward by M. Noel and Seconded by L. Orpana to bring the Quality and Safety Committee meeting package out of the consent agenda to discuss workplace violence incidents and falls. Carried.</p> <p>Clarification was requested related to workplace violence incidents metric. L Obomighie shared NHH’s target for these types of incidents is zero; however, the number of incidents reported relate to care provided to one particular patient. It is noted that no serious harm or lost injury was incurred.</p> <p>A discussion followed related to the five top events reflected in the Awareness to Action report specifically related to falls. It was discussed that increased reporting of incidents has created a spike. Education and training are provided to staff, and protocols are in place for falls with injury and are also a metric tracked on the corporate balanced scorecard. K. Zimmerman, shared NHH, has initiated an approach related to a quality aim framework to improve falls through an interdisciplinary team who identify causes, create action items, and implement change ideas.</p> <p>On a Motion by M Noel and Seconded by L. Orpana the consent agenda matters were approved following this discussion. Carried.</p>
8.	NEW BUSINESS
	<p>8.1 <u>Report from the Board Chair</u></p> <p>Cyndi Gilmer provided an update from the Chair noting as she reviewed the various committee minutes and communications over the last few months, she was again struck by the volume of excellent work that is undertaken at NHH. The overall organization is to be commended on this ongoing excellent work.</p> <p>Cyndi began her report by offering congratulations to Susan Walsh on achieving Fellowship status with the Canadian College of Health Leaders. (FCCHL) “The Fellowship is the highest professional designation awarded by the College and recognizes members who have demonstrated outstanding leadership, who have had an impact on the Canadian health system through their leadership and engagement, and who are motivated to continue to influence future leaders through their involvement with the CCHL.”</p> <p>The announcement stated: “Susan Walsh, FCCHL, President and CEO of Northumberland Hills Hospital since 2021, is a seasoned healthcare leader with diverse experience across hospital, community, and social sectors. A lifelong learner, she champions patient-centred care, quality improvement, and digital clinical transformation.” Congratulations!</p>

Also, congratulations to Kate Zimmerman on being a co-author on the article [Decreasing Hospital-acquired Pressure Injuries During the COVID-19 Pandemic: A 5-step Quality Improvement Approach](#) published in Journal of Patient Safety in April 2025.

Cyndi also acknowledged the Senior Leadership team. We recognize the changing environment that is in health care. For example, with the Ministry of Health purpose of: “Connecting Ontarians to the health care they need, when and where they need it — in their community, closer to home.”, we have observed an ever-increasing need for our senior leadership team to work in collaboration with community partners. Changing responsibilities and priorities require new skill sets. Health care is never boring.

Congratulations to Campbellford Memorial Hospital on the recent announcement of their success in obtaining a MOH planning grant. We are launching our Master Planning process and will be reaching out to discuss collaborative efforts to plan Count -wide.

As for Hospital Boards within Ontario there is an increasing emphasis on good governance. We have recently received the updated 4th Edition of the OHA's Guide to Good Governance. This edition may be new, but this work is not new to the NHH Board. We look forward to implementing any changes that this edition introduces.

Finally, Cyndi acknowledged this will be the last regular Board meeting for our Chief of Staff Dr. Mukesh Bhargava. Dr. Bhargava has provided NHH with exceptional leadership over his 8-year tenure and will step down from this role at the end of June. We will have more to say at the Annual Meeting but just wanted to acknowledge all the efforts you have put forward, too many to mention. Thank you.

8.2 Report from the CEO

Susan Walsh provided an update aligned to the pillars of the strategic plan. The OHT-N and NHH had initiated a shared goal related to a county-wide approach to physician recruitment. Since the summer of 2024, the Ontario Health Team of Northumberland (OHT-N) has been leading a thoughtful and collaborative initiative to determine the best path forward to strengthen physician recruitment. As part of this work, OHT-N has:

- Conducted a comprehensive environmental scan,
- Convened stakeholders and partners – including patient and caregiver representatives, and
- Coordinated design-thinking events last April with stakeholders from all three recruitment entities in partnership with Toronto Metropolitan University.

This co-design process concluded that OHT-N, in close collaboration with its Primary Care Network (PCN), is best positioned to lead the recruitment efforts by hiring a dedicated physician recruiter. On May 2, OHT-N communicated this plan to Northumberland's municipal mayors, requesting their support.

On May 21, an unexpected shift occurred. Northumberland County Council brought forward a motion proposing that County staff, rather than the OHT-N, hire a physician recruiter on a two-year contract. The motion acknowledged the importance of a coordinated, county-wide approach and proposed the formation of an Advisory Committee of key health and community stakeholders to support the recruiter's work.

While OHT-N Northumberland's county-wide collaboration of patients, caregivers, and health and community care providers- was not consulted in the County's change of direction, we are encouraged by the County's engagement on this urgent issue. It is promising to see physician recruitment receive increased attention and priority at the County level.

As a result, the OHT-N has paused the recruitment process to prevent duplication of efforts, and we will look forward to being involved in a consultation capacity. We understand that the posting will be up shortly. The primary care network, although concerned about any further delays, is encouraged that we will have a countywide approach and critical to this is the involvement of PCN.

We cannot do this functionally and financially without true collaboration, and the province is signaling that there are dollars to support this work. A county wide approach, no matter who leads, is not relevant, but collaboration is key. There has also been a shift in OHT direction with a focus towards supporting primary care access, attachment, and enablement.

NHH is excited to participate in an upcoming Women's Health Event, being held on Sat. June 14th from 9am-2pm at the Community Health Centres of Northumberland (CHCN). This event is held by OHT-N and CHCN and will feature health talks, educational information, support, and cervical cancer screening. Jennifer Fudge, Senior Mammography Technologist and Breast Health Clinical Navigator with NHH Diagnostic Imaging Department will be on-site at the event to share information related to recent changes to the province's mammography eligibility and how to book an appointment.

In recognition of National Caregiver Day- observed annually on the first Tuesday in April – NHH and the OHT-N are pleased to announce the recent launch of the Essential Care Partner (ECP) Program Pilot Project.

A joint initiative between NHH and the OHT-N this will focus on the unique needs of caregivers supporting patients in the hospital's Post Acute Specialty Services (PASS) unit (including Palliative Care and Integrated Stroke). It is about engaging caregivers as true partners in care.

The Cobourg Police Service (CPS) and NHH are pleased to announce the enhancement of the Mental Health Engagement and Response Team (M-HEART) services. Thanks to generous funding from the Mobile Crisis Response Team (MCRT) Enhancement Grant, a second M-HEART has been deployed for afternoon and evening coverage.

Since its inception in 2017, the M-HEART partnership has provided urgent mobile support to individuals and families in Northumberland County who are experiencing a mental health crisis. The expansion of this service will address growing community needs and ensure that mental health support is available outside of regular hours. A second M-HEART team is deployed during afternoons and evenings to offer vital assistance during times when it is most needed.

As you are aware, we have a corporate scorecard which we use to measure the outcomes of our annual operational plan and strategy. Similarly, we have twenty additional scorecards that are monitored at the QPC and departmental level. Quarterly, we hold meetings with all the Leadership Network in attendance to provide opportunities for each of the clinical and support services to highlight accomplishments, opportunities and plans for changes to their scorecard for 2025-26.

Susan took a moment to acknowledge the incredible work and contributions of the leadership team and the Performance and Analytics team for the compilation of the data involved in the scorecards. As you can imagine, there is not enough time to showcase every department, however; Susan highlighted a few. Access and Flow: the average time to IP bed in hours is 4.9, a decrease from last year which was 6.1 hours and an incredible improvement from 2022-23 which was 17.4 hours. This was achieved by concerted efforts of the entire NHH team. The environmental services reported over 50,000 bed cleans last year, with an average turnaround time of 40 mins. These are just two examples out of many that illustrate the amazing team we have at NHH. We look forward to sharing more of this data in our annual report.

In May 2025, NHH was accepted into the Workplace Safety and Insurance Board (WSIB) Excellence Program. This program supports organizations in enhancing workplace safety through structured, evidence-based improvements in health and safety practices.

The program spans one year, during which participating organizations are required to select and implement a new health and safety topic annually. For its first year in the program, NHH has chosen to focus on Psychological Health and Safety.

A system update to NHH's Hugs Infant Tracking and Protection System has been successfully completed. An important part of the hospital's overall patient safety program, the Hugs system offers advanced protection for infants and pediatric patients from a single department to the entire hospital.

NHH has begun its transition to a new provincial patient experience measurement program using an online survey platform, Qualtrics. The new survey platform replaces NHH's Interim Patient and Caregiver Experience Measurement survey, the temporary experience measurement tool unique to NHH and introduced in December 2022.

The Qualtrics surveys are short, electronic, and specific to the area in which patients last received care. To enhance survey participation, the new Qualtrics survey is available through a QR code provided on the patients after visit summary and via email with reminders to patients who have consented to receiving email for this purpose.

On recommendation of NHH's Experience Measurement Working Group, the new surveys will be rolled out in phases by program area, starting with the ED, which was launched earlier in April.

This transition is a step with NHH's own Experience Framework and its eight strategic lenses – one of which is "Policy and Measurement." It is also aligned with provincial direction regarding experience measurement and related requirements to funding, specifically, new Ministry of Health Pay for Results (P4R) program.

NHH celebrated National Nursing Week from May 12-18 with a key highlight of the annual NHH's Nursing Awards Ceremony.

In celebration of National Volunteer Week, held annually in the last week of April, NHH hosted an appreciation luncheon for all hospital volunteers on May 1st. The event welcomed over 170 guests and saw a diverse representation of volunteers from NHH's Board of Directors, the NHH Foundation, Spiritual Care, Patient and Family Advisory Council (PFAC) and NHH Auxiliary.

This week NHH welcomed five students from the Rural Ontario Medical Program (ROMP). Graciously hosted by many of our local family doctors, the students had a wonderful experience with their preceptors sampling all the county has to offer. Susan shared her appreciation to all of the physician preceptors and to Dr Emma Smith for coordinating the efforts.

On Thursday June 5th NHH is pleased to welcome back local high school students from Cobourg Collegiate Institute (CCI), after a brief pause due to the COVID-19 pandemic. Students received a tour of various departments and enjoyed the opportunity to speak with members of our clinical teams.

NHH's Equity, Diversity and Advisory Inclusion Committee (EDIAC) has added three new EDI e-training modules to the hospital's catalog of mandatory courses for all staff, including credentialed professionals. The new modules – Introduction to Gender Diversity, Introduction to Anti-Black Racism and Introduction to Indigenous Awareness.

In closing, I want to express my deep admiration and pride for the people within our organization. Their dedication, resilience, and unwavering commitment to excellence are not only the foundation of our success – they are the continual source of inspiration. The work they do every day reflects the values we all stand behind, and it is my true honour to lead such an exceptional team.

8.3 Report from the NHH Auxiliary

Selena Forsyth, President NHH Auxiliary provided an update on activities of the Auxiliary since the last report in April to the Board. Fundraising continues to be an enormous success. The Little Treasure Shop grossed \$17,500.00, which is exceptionally well. Petticoat Lane grossed \$18,342 in May.

The Auxiliary held a Board meeting in May, and highlights of that meeting were shared. Petticoat Lane Coordinator Marilyn Routly noted they made almost \$3000 from a two-day Mother's Day sale event. Also, while teacups do not sell well, a great deal are donated. Marilyn was able to negotiate a bulk purchase with a local team room and cleared out most of the stock. It was noted that a teacup expert now regularly comes in and purchases higher-end cups for resale purposes.

Little Treasure Shop Coordinator Dale Hodge reported the results of the Mother's Day basket draws were successful. Saturday hours at the Little Treasure Shop continue to the delight of hospital visitors. The Little Treasure Shop is receiving a refresh of the back storage room which will allow for greater storage capacity and a brighter look. The renovations are almost done and should be finished by June 6th.

The monthly financial update was presented at the May Board meeting, of note one month into the new fiscal year. Sales at both retail operations continue to do exceedingly well. A full financial update will be presented at the annual meeting.

Graeme Bakker, Interim Manager Volunteers, reported at the Board meeting several exciting developments and innovations for volunteers and the hospital. He spoke of the name change for "Women's Health" which will address the confusion in patient understanding, particularly men who are directed to that department.

Graeme also shared details of the Active Listening Training program. The program begins this month and will facilitate helping volunteers feel more comfortable when they engage with patients in difficult and emotional conversations that are very private in nature. Graeme also noted that an information session held at the last general meeting related to registration workflow and armbands was informative and helped volunteers understand the complex level of information that is tracked for every unique patient appointment.

The NHH Auxiliary Annual meeting is scheduled for July 24th at 10am. The agenda will include greetings from the Senior Leadership team. A guest speaker will be Courtney Shields, Manager Clinical Information and Privacy who will share insights into the new patient experience survey tool which will allow volunteers information to be able to answer questions patients might have about the survey. A formal business portion will follow, new members will be introduced, and long service recognition pins will be handed out.

Pam Went, former NHH Board member invited but not able to attend, will share a written report of the work she guided the Auxiliary through in updating policies, previously known as By-laws, as well as background on the Ontario Not-for-profit Act that guided these updates.

8.4 Report from the NHH Foundation

Gavin Ivory, Chair NHH Foundation, provided an update on activities since the last meeting of the Board.

The Foundation approved a new Operational Plan and Budget to guide efforts over the coming year. From a revenue perspective, the goal is to raise \$5.9 million [vs \$5.8m in fiscal 2025], while controlling expenses at \$728k. This translates into a cost to raise a dollar of 12.4 cents [vs 10.7 cents in 2025].

G. Ivory noted the Foundation has a comprehensive fund-raising plan for the current year, which includes special events. The always popular Wine & Ale in the Park happens June 26th. Tickets sold out in 11 minutes and there is a healthy wait list.

As well, the Lemon-Aid will return for July and August. As a reminder, this is a great program to involve a youthful audience in hosting a lemonade stand to raise funds for the hospital.

And while the Foundation will be busy raising funds, we look forward to spending as much as possible on a number of the capital initiatives currently underway.

Please consider joining the Foundation Board on June 18 at 4pm, right here at NHH, for the AGM. It's a terrific opportunity to come and hear about past successes and our vision for the future.

8.5 Report from the Finance and Audit Committee

Michael McAllister, Chair Finance and Audit Committee, provided two Motions brought forward for Board approval. Upon presentation of the 2024-25 draft audited financial statements presented by KPMG at the May 28th Finance and Audit Committee, the Committee is recommending the audited financial statements for Board approval. KPMG highlighted in their report that this was a clean audit.

On a Motion by M. McAllister and Seconded by K. Simmons the Board of Directors approved the 2024-25 audited financial statement. Carried.

A requirement of the Finance and Audit Committee is to recommend the annual re-appointment of NHH's auditors. KPMG has completed year two of their five-year commitment and will require re-appointment for 2025-26.

On a Motion by M. McAllister and Seconded by M. Cassaday the Board of Directors approved KPMG LLC as external auditors for the provision of audit services for the fiscal year 2025-26. Carried.

8.6 Report from the Governance Committee

Sharon Anderson discussed annually the Governance Committee reviews the schedule of Board and Committee meetings to determine if the schedule is meeting needs. As this is a key driver of the work of the staff to prepare for these meetings their input was requested.

After Committee discussion was held, it was recommended to move Board meetings from the first Thursday of every other month to the second Thursday of every other month. This will allow a week following the Committee meetings to prepare materials and minutes to include in the full Board meeting package.

The Governance Committee is recommending for Board approval a change to the Board meeting schedule for 2025-26 as noted above.

On a Motion by S. Anderson and Seconded by M. McAllister the Board approved the recommendation to change the Board meetings to the second Thursday of every other month for the 2025-26 Board meeting schedule. Carried.

It was Moved by L. Orpana and Seconded by S. Anderson to accept all reports as presented.

9. OTHER BUSINESS/CORRESPONDENCE

There was no other business/correspondence.

10. IN-CAMERA SESSION

On a Motion by L. Orpana and Seconded by M. Noel the meeting moved to In-Camera. The In-Camera meeting addressed matters related to medical human resources and financial matters.

11. ADJOURNMENT/NEXT MEETING

On a Motion by L. Savoy and Seconded by M. Noel the Board rose from In Camera. There being no other business to discuss, the meeting was adjourned at 7:30pm on a Motion by M. Cassaday. The Board moved to a Directors Only session. The next meeting will be the Annual Meeting June 25, 2025.