



HDGH Board of Directors Meeting

January 24, 2024

ZOOM/Virtual

4:30PM



January 24, 2024 HDGH Board of Directors Meeting

Agenda

4:30PM	<hr/> 1.0 Call to order <ul style="list-style-type: none"> 1.1 Land Acknowledgement and Prayer/Reflection - 3 1.2 Confirmation of Quorum 1.3 Declaration of Conflict of Interest/Duty <hr/> 2.0 Board Education None		K. Blanchette K. Blanchette K. Blanchette K. Blanchette
4:35PM	<hr/> 3.0 Consent Agenda Motion: to approve the Consent Agenda for the January 24, 2024 HDGH Board of Directors Meeting, consisting of the recommendations and reports <ul style="list-style-type: none"> 3.1 Items for Approval <ul style="list-style-type: none"> 3.1.1. Agenda; January 24, 2024 3.1.2 Minutes of Previous Meeting; November 22, 2023 - 4 3.1.3. Finance & Audit Committee Recommendations <ul style="list-style-type: none"> (i) 2023/2024 Financial Statements - up to December 31, 2023 - 6 3.1.4. Governance Committee Recommendations <ul style="list-style-type: none"> (i) Ethics Framework - 15 	Approval	K. Blanchette
4:40PM	<hr/> 4.0 Board Decisions/Oversight <ul style="list-style-type: none"> 4.1 President of Professional Staff Association Report - 24 <hr/> 5.0 Executive Highlights <ul style="list-style-type: none"> 5.1 Chief of Staff Report 5.2 President and Chief Executive Officer Report - Cyber Attack Restoration Update 5.3 Board Chair Report <hr/> 6.0 Adjournment/Termination of Meeting Next Meeting: March 27, 2024	Information	Dr. Ramona Sommerdyk Dr. A. Steen B. Marra K. Blanchette K. Blanchette
5:05PM	<hr/> Break and Media Questions		
5:05PM-5:20PM			



Land Acknowledgement

We would like to acknowledge that we are meeting in the traditional territory of the Three Fires Confederacy of First Nations, which includes the Anishinaabe (Ah-nish-in-ah-bay), the Odawa (O-da-wa), and the Potawatomie (Pon-A-Wata-Me). people.

We also acknowledge that many Indigenous people crossed this area in their travels due to the surrounding waterways.

Prayer

Enlighten each one of us as we are called to help and to serve those around us,
May our decisions and actions bring forth justice and healing.
May we embrace those around us with the same tenderness that we ourselves require,
We pray for God's supportive love, wisdom and peace in all that we do.

Amen

Directors Present

K. Blanchette, Chair, B. Payne, Past Chair, K. Bortolin, J. Clark, A. Daher, C. Gallant, M. Galvin, L. Haugh, C. Stan, D. Wellington, M. Winterton

Directors Absent

P. Soulliere, Vice Chair

Ex-Officio Present

B. Masotti, Patient Family Advisory Rep., J. Topliffe, Patient Family Advisory Rep., F. Bagatto, CHI Director (*by phone*), J. Dawson, Chief Nursing Executive B. Marra, Chief Executive Officer

Ex-Officio Absent

L. Lombardo, CHI Director, Dr. R. Sommerdyk, Pres. Prof. Staff. Assoc., Dr. A. Steen, Chief of Staff,

Administration Present

C. Kondratowicz (Recording Secretary), S. Laframboise, S. McGeen

Guests

None.

1.0 Call to Order

The Board Chair called the meeting to order at 4:33PM

1.1 Land Acknowledgement & Prayer/Reflection

The Chair read the land acknowledgement followed by the HDGH prayer.

1.2 Confirmation of Quorum

Confirmed

1.3 Declaration of Conflict of Interest/Duty

None.

2.0 Consent Agenda

The Chair asked if anyone wished to remove anything from the Consent agenda to the full agenda for discussion. Item 2.2.1 CNE Report was removed for discussion.

2.1 Items for Approval

2.1.1 Agenda; November 22, 2023

2.1.2 Minutes of the Previous Meetings; September 27, 2023

2.2 Items to be Received

2.2.1 Chief Nursing Executive Report – *removed*.

Upon motion duly made, seconded, and unanimously carried, the November 22, 2023 Consent Agenda, consisting of the recommendations and reports be approved as amended.

Item 2.2.1 Chief Nursing Executive Report

J. Dawson provided some information on the new Physician Assistant (PA) position outlined in the report.

Upon motion duly made, seconded, and unanimously carried, the CNE report be received.

3.0 Board Decisions/Oversight

None.

4.0 Executive Highlights

4.1 Chief of Staff Report – *deferred*.

4.2 President and Chief Executive Officer Report

B. Marra provided a verbal report providing the following:

- On Nov. 17th the hospitals CEO's held their first Press Conference to address media partners and the public regarding the October 23rd cyber incident.
- Over the past three weeks, HDGH has focused on ensuring we continue offer programs and services that meet the needs of our patients and clients and ensuring that we continue to provide a safe working environment for our people.
- As we work through the breach, our teams our focused on restoring systems and investigating any further data impacts.
- To date, HDGH has issued 8 media releases, held numerous Town halls to provide staff with up to date information and been present with leadership roundings on all shifts.
- HDGH assembled an Incident Management Response Team (IMRT) which consists of our senior management team, including physician leads and Executive Assistants.
- Complimentary credit monitoring service has been made available to individuals affected.
- Our primary goals have been to contain the crisis, focus on restoration and then proceed with post-event circumstances which include but are not limited to any recommendations from any investigations.

4.3 Board Chair Report

No further information to report out.

6.0 Date of Next Meeting

January 24, 2024

7.0 Adjournment

The Board Chair adjourned the open meeting at 4:42PM.

Bill Marra, Secretary

Ken Blanchette, Board Chair

Summary Results for Hôtel-Dieu Grace Healthcare

	Budget 23/24									
	Annual Budgeted Revenues**	Annual Budgeted Expenses**	Surplus/(Deficit) from Hospital Operations	Briefing Notes	Safepoint (CTS)	Unfunded Bill 124 Impact	Other	Net Budget Before Building	Annual Budgeted Building	Annual Budgeted Net Deficit
Hospital Operations	86,547,729	91,454,942	(4,907,213)	(833,521)	(157,790)			(5,898,524)	(1,951,476)	(7,850,000)
Regional Children's Centre - MCCSS	7,994,792	7,994,792	-					-	-	-
Regional Children's Centre - CYMH	10,989,106	10,989,106	-					-	-	-
Lead Agency	391,300	391,300	-					-	-	-
Other Votes	19,211,675	19,211,675	-					-	-	-
Total Hotel Dieu Grace Healthcare	125,134,602	130,041,815	(4,907,213)	(833,521)	(157,790)			(5,898,524)	(1,951,476)	(7,850,000)

	Results for the 9 months ending December 31 2023									
	YTD Revenues	YTD Expenses	Surplus/(Deficit) from Hospital Operations	Briefing Notes	Safepoint (CTS)	Unfunded Bill 124 Impact	Other	Net Before Building	Building Dep	Net Surplus/(Deficit)
Hospital Operations	65,154,517	69,898,600	(4,744,083)		(138,672)	(2,421,184)	(482,042)	(7,785,981)	(1,463,607)	(9,249,588)
Regional Children's Centre - MCCSS	4,125,742	4,128,789	(3,047)			(40,119)		(43,166)	-	(43,166)
Regional Children's Centre - CYMH	8,220,040	8,126,174	93,866			(376,518)		(282,652)	-	(282,652)
Lead Agency	222,512	222,512	-					-	-	-
Other Votes	14,606,602	14,095,519	511,084			(511,084)		(0)	-	(0)
Total Hotel Dieu Grace Healthcare	92,329,414	96,471,593	(4,142,179)	-	(138,672)	(3,348,905)	(482,042)	(8,111,798)	(1,463,607)	(9,575,406)

**** REPORT PRODUCED DURING CODE GREY. RESULTS ARE SUBJECT TO CHANGE****

HÔTEL-DIEU GRACE HEALTHCARE

STATEMENT OF FINANCIAL POSITION

[in thousands of dollars]

**** REPORT PRODUCED DURING CODE GREY. RESULTS ARE SUBJECT TO CHANGE****

	Dec 2023 \$	March 2023 \$
Assets		
Current assets:		
Cash	7,012	17,517
Short Term Investment- Restricted	6,961	6,907
Accounts receivable	3,013	2,089
Inventories	318	355
Prepaid expenses, other deposits and Interest Rate Swap	2,140	2,330
Due to/From Foundation	200	88
	<u>19,644</u>	<u>29,286</u>
Restricted cash and investments	33,467	32,868
Capital assets, net	204,572	209,350
Total Assets	257,683	271,504

Liabilities, Deferred Contributions and Net Assets

Current liabilities:		
Accounts payable and accrued liabilities	41,147	39,738
Capital Lease - Short Term	-	68
RBC Bank Loans - Short-term	1,230	1,230
Accounts payable- WRH	451	1,032
	<u>42,828</u>	<u>42,068</u>
Long-term liabilities:		
Accrued sick leave liability	1,945	2,077
RBC Bank Bank Loan	10,778	11,712
	<u>12,723</u>	<u>13,789</u>
Accrued benefit liability	9,661	9,744
Capital Lease	-	-
Asset Retirement Obligation	3,732	3,732
Deferred capital contributions	161,591	165,447
Net assets:		
All Other	23,654	33,230
Accumulated remeasurement gain (loss)	3,494	3,494
	<u>27,148</u>	<u>36,724</u>
Total Liabilities and Equity	257,683	271,504



Hôtel-Dieu Grace Healthcare
Draft Unaudited Operating Results for the 9 months ended Dec 2023

**** REPORT PRODUCED DURING CODE GREY. RESULTS ARE SUBJECT TO CHANGE****

Current Month			Description	Year To Date- 2023/24			2023/24	2022/23	2022/23	
Actual	Budget	Fav/(Unfav) to Budget		Actual	Budget	Fav/(Unfav) to Budget	Annual Budget	YTD	Year End	
			Revenue (\$000's)							
\$6,677	\$6,716	(\$39)	1	Ministry of Health Funding - Base and one time	\$60,131	\$60,562	(\$431)	\$80,843	\$58,867	\$79,608
\$1	\$1	\$	2	Other Ministry Funding	\$10	\$12	(\$2)	\$16	\$11	\$15
\$66	\$145	(\$79)	3	Patient services, Preferred Accomodation and ALC	\$1,193	\$1,307	(\$114)	1,743	\$1,498	\$1,969
\$465	\$368	\$97	4	Other recoveries	\$3,677	\$2,850	\$827	3,795	\$2,974	\$3,361
\$42	\$12	\$30	5	Grant Amortization	\$143	\$112	\$31	150	\$197	\$245
\$7,251	\$7,242	9	6	Total Revenue	\$65,154	\$64,843	\$311	\$86,548	\$63,548	\$85,197
			Expense (\$000's)							
\$4,978	\$4,683	(\$295)	7	Salaries	\$42,534	\$40,094	(\$2,440)	\$53,317	\$38,029	\$51,878
\$1,115	\$1,049	(\$66)	8	Employee benefits	\$10,436	\$10,594	\$158	\$14,406	\$9,911	\$13,126
\$105	\$114	\$9	9	Medical staff remuneration	\$960	\$1,027	\$67	\$1,370	\$916	\$1,257
\$135	\$100	(\$35)	10	Medical & Surgical supplies	\$832	\$900	\$68	\$1,200	\$832	\$1,295
\$169	\$182	\$13	11	Drugs & medical gases	\$1,648	\$1,635	(\$13)	\$2,181	\$1,600	\$2,102
\$1,157	\$1,391	\$234	12	Supplies & other expenses	\$11,539	\$12,298	\$759	\$16,400	\$11,544	\$15,769
\$46	\$48	\$2	13	Equipment lease / rental	\$449	\$436	(\$13)	\$582	\$473	\$622
\$167	\$167	\$	14	Equipment amortization	\$1,500	\$1,500	\$	\$2,000	\$1,500	\$1,887
\$7,872	\$7,734	(\$138)	15	Total Expense	\$69,898	\$68,484	(\$1,414)	\$91,455	\$64,805	\$87,936
(\$621)	(\$492)	(\$129)	16	Surplus / (Deficit) From Hospital Operations	(\$4,744)	(\$3,641)	(\$1,103)	(\$4,907)	(\$1,257)	(\$2,739)
			COVID Items							
\$	\$	\$	18	COVID One time Revenue	\$	\$	\$	\$	\$399	\$2,479
\$	\$	\$	19	COVID One time Expenses	\$	\$	\$	\$	\$155	(\$1,914)
\$	\$	\$	20	Total MOH Net Pandemic Funding	\$	\$	\$	\$	\$553	\$564
(\$19)	\$	(\$19)	21	Safepoint (CTS)	(\$139)	(\$158)	\$19	(\$158)	\$	\$
(\$58)	\$	(\$58)	22	ESCO Project Savings	(\$273)	\$	(\$273)	\$	(\$140)	\$
\$	\$	\$	23	Severance	(\$186)	\$	(\$186)	\$	(\$208)	(\$288)
\$	\$	\$	24	Bill 124 Impact (One time Costs Reopener)	(\$3,214)	\$	(\$3,214)	\$	\$	\$
\$	\$	\$	25	Bill 124 Impact (Revenue offset)	\$793	\$	\$793	\$	\$	\$
\$500	\$	\$500	26	Cyber HIROC Recovery	\$500	\$	\$500	\$	\$	\$
(\$500)	\$	(\$500)	27	Cyber Expenses	(\$500)	\$	(\$500)	\$	\$	\$
\$	\$	\$	28	Other Items - (Briefing notes, EEP)	(\$24)	(\$625)	\$602	(\$834)	\$	\$
(\$77)	\$	(\$77)	29	Other Items - One time Expenses	(\$3,042)	(\$783)	(\$2,259)	(\$991)	(\$348)	(\$288)
(\$698)	(\$492)	(\$206)	30	Surplus / (Deficit) FOR MINISTRY OF HEALTH PURPOSES	(\$7,786)	(\$4,424)	(\$3,362)	(\$5,899)	(\$1,051)	(\$2,462)
			Other Revenue /(Expense)							
(\$149)	(\$149)	\$	31	Building Amortization (net)	(\$1,341)	(\$1,341)	\$	(\$1,788)	(\$1,479)	(\$1,782)
(\$14)	(\$14)	\$	32	Interest on Long Term Liabilities	(\$123)	(\$123)	\$	(\$164)	(\$162)	(\$210)
(\$163)	(\$163)	\$	33	Net Other Revenue/(Expense)	(\$1,464)	(\$1,464)	\$	(\$1,951)	(\$1,641)	(\$1,992)
(\$861)	(\$655)	(\$206)	34	Net Surplus (Deficit) - (000's)	(\$9,250)	(\$5,888)	(\$3,362)	(\$7,850)	(\$2,692)	(\$4,455)



**Hôtel-Dieu Grace Healthcare - Regional Children's Centre (MCCSS)
Draft Unaudited Operating Results for the 9 months ended Dec 2023**

**** REPORT PRODUCED DURING CODE GREY. RESULTS ARE SUBJECT TO CHANGE****

Current Month			Description	Year To Date- 2023/24			2023/24	2022/23	2022/23
Actual	Budget	Fav/(Unfav) to Budget		Actual	Budget	Fav/(Unfav) to Budget	Annual Budget	YTD	Year End
			Revenue (\$000's)						
\$	\$	\$	1 Ministry of Health Funding	\$	\$	\$	\$	\$	\$
\$557	\$676	(\$119)	2 Ministry of Children, Community and Social Services	\$4,101	\$6,127	(\$2,026)	\$7,995	\$3,191	\$4,635
\$	\$	\$	3 Patient Services	\$1	\$	\$1	\$	\$	\$
\$	\$	\$	4 Other recoveries	\$	\$	\$	\$	\$4	\$6
\$23	\$	\$23	5 Grant Amortization	\$23	\$	\$23	\$	\$	\$23
\$580	\$676	(96)	6 Total Revenue	\$4,126	\$6,127	(\$2,001)	\$7,995	\$3,195	\$4,664
			Expense (\$000's)						
\$117	\$135	\$18	7 Salaries	\$1,035	\$1,195	\$160	\$1,458	\$971	\$1,315
\$27	\$26	-\$1	8 Employee benefits	\$251	\$291	\$40	\$361	\$241	\$321
\$	\$	\$	9 Medical & Surgical supplies	\$	\$	\$	\$	\$	\$
\$	\$	\$	10 Drugs	\$	\$	\$	\$	\$	\$
\$410	\$515	\$105	11 Supplies & other expenses	\$2,843	\$4,640	\$1,797	\$6,176	\$1,982	\$3,027
\$	\$	\$	12 Equipment lease/rental	\$	\$	\$	\$	\$	\$
\$	\$	\$	13 Equipment Amortization	\$	\$	\$	\$	\$	\$
\$554	\$676	\$122	14 Total Expense	\$4,129	\$6,126	\$1,997	\$7,995	\$3,195	\$4,664
\$26	\$	26	15 Surplus / (Deficit) From RCC	(\$3)	\$1	(\$4)	\$	\$	\$
\$	\$	\$	16 Other Pay Funding	\$	\$	\$		\$	\$130
\$	\$	\$	17 Other One Time Expenses	\$	\$	\$		\$	(\$130)
\$	\$	\$	16 Unfunded Bill 124 Impact	(\$40)	\$	(\$40)		\$	\$
\$26	\$	26	18 Surplus / (Deficit) For Ministry of Health Purposes	(\$43)	\$1	(\$44)	\$	\$	\$



**Hôtel-Dieu Grace Healthcare - Regional Children's Centre (CYMH)
Draft Unaudited Operating Results for the 9 months ended Dec 2023**

**** REPORT PRODUCED DURING CODE GREY. RESULTS ARE SUBJECT TO CHANGE****

Current Month			Description	Year To Date- 2023/24			2023/24	2022/23	2022/23
Actual	Budget	Fav/(Unfav) to Budget		Actual	Budget	Fav/(Unfav) to Budget	Annual Budget	YTD	Year End
			Revenue (\$000's)						
\$927	\$899	\$28	1 Ministry of Health Funding	\$8,209	\$8,278	(\$68)	\$10,989	\$7,720	\$10,507
\$	\$	\$	3 Patient Services	\$7	\$	\$7	\$	\$	\$
\$	\$	\$	4 Other recoveries	\$	\$	\$	\$	\$5	\$57
\$1	\$	\$1	5 Grant Amortization	\$3	\$	\$3	\$	\$15	\$21
\$929	\$899	30	6 Total Revenue	\$8,220	\$8,278	(\$58)	\$10,989	\$7,740	\$10,585
			Expense (\$000's)						
\$610	\$680	\$69	7 Salaries	\$5,824	\$6,041	\$217	\$7,984	\$5,522	\$7,539
\$163	\$149	(\$14)	8 Employee benefits	\$1,578	\$1,600	\$22	\$2,157	\$1,482	\$2,018
\$	\$	\$	9 Medical & Surgical supplies	\$2	\$1	(\$2)	\$1	\$8	\$11
\$	\$	\$	10 Drugs	\$	\$	\$	\$	\$	\$
\$106	\$70	(\$36)	11 Supplies & other expenses	\$715	\$629	(\$86)	\$839	\$710	\$1,101
\$1	\$1	\$	12 Equipment lease/rental	\$6	\$6	(\$)	\$8	\$6	\$8
\$	\$	\$	13 Equipment Amortization	\$	\$	\$	\$	\$13	\$17
\$879	\$899	\$20	14 Total Expense	\$8,126	\$8,278	\$151	\$10,989	\$7,740	\$10,694
\$50	\$	50	15 Surplus / (Deficit) From RCC	\$94	\$	\$94	\$	\$	(\$109)
\$	\$	\$	16 Unfunded Bill 124 Impact	(\$377)	\$	(\$377)	\$	\$	(\$130)
\$50	\$	50	18 Surplus / (Deficit) For Ministry of Health Purposes	(\$283)	\$	(\$283)	\$	\$	(\$239)



Hôtel-Dieu Grace Healthcare - Lead Agency
Draft Unaudited Operating Results for the 9 months ended Dec 2023

**** REPORT PRODUCED DURING CODE GREY. RESULTS ARE SUBJECT TO CHANGE****

Current Month			Description	Year To Date- 2023/24			2023/24	2022/23	2022/23	
Actual	Budget	Fav/(Unfav) to Budget		Actual	Budget	Fav/(Unfav) to Budget	Annual Budget	YTD	Year End	
			Revenue (\$000's)							
\$19	\$32	\$ (13)	1	Ministry of Health	\$223	\$294	(\$71)	\$391	\$216	\$326
\$	\$	\$	2	Ministry of Children and Youth Funding	\$	\$	\$	\$	\$	\$
			3							
\$19	\$32	()	4	Total Revenue	\$223	\$294	(\$71)	\$391	\$216	\$326
			Expense (\$000's)							
\$16	\$23	\$7	5	Salaries	\$176	\$203	\$27	\$309	\$176	\$230
\$2	\$2	\$	6	Employee benefits	\$14	\$21	\$7	\$34	\$25	\$32
\$1	\$8	\$7	7	Supplies & other expenses	\$33	\$70	\$37	\$49	\$14	\$65
\$19	\$32	\$13	8	Total Expense	\$223	\$294	\$71	\$391	\$216	\$326
\$	(\$)		9	Surplus / (Deficit) From Lead Agency	\$	\$	\$	\$	\$	\$



Hôtel-Dieu Grace Healthcare- Other Votes
Draft Unaudited Operating Results for the 9 months ended Dec 2023

**** REPORT PRODUCED DURING CODE GREY. RESULTS ARE SUBJECT TO CHANGE****

Current Month			Description	Year To Date- 2023/24			2023/24	2022/23	2022/23	
Actual	Budget	Fav/(Unfav) to Budget		Actual	Budget	Fav/(Unfav) to Budget	Annual Budget	YTD	Year End	
			Revenue (\$000's)							
\$1,546	\$1,596	(\$50)	1	Ministry of Health Other Vote Funding	\$14,485	\$14,548	(\$63)	\$19,142	\$12,876	\$18,211
\$5	\$	\$5	2	Other Ministry Revenue	\$9	\$	\$9	\$	\$65	\$83
\$	\$	\$	3	Patient Services	\$42	\$	\$42	\$	\$28	\$33
\$9	\$6	\$3	4	Other Recoveries	\$63	\$52	\$11	\$70	\$70	\$89
\$4	\$	\$4	5	Grant Amortization	\$8	\$	\$8	\$	\$19	\$23
\$1,564	\$1,602	(38)	6	Total Revenue	\$14,607	\$14,600	\$7	\$19,212	\$13,058	\$18,438
			Expense (\$000's)							
\$1,058	\$1,108	\$51	7	Salaries	\$9,385	\$9,811	\$426	\$12,232	\$8,478	\$11,717
\$240	\$236	(\$4)	8	Employee benefits	\$2,264	\$2,444	\$180	\$3,284	\$2,141	\$2,937
\$111	\$134	\$23	9	Medical staff remuneration	\$1,053	\$1,204	\$151	\$1,605	\$1,076	\$1,754
\$	\$1	\$1	10	Medical & Surgical supplies	\$5	\$8	\$3	\$10	\$13	\$20
\$	\$	(\$)	11	Drugs & medical gases	\$11	\$	(\$11)	\$	\$5	\$8
\$151	\$120	(\$33)	12	Supplies & other expenses	\$1,345	\$1,101	(\$244)	\$2,038	\$1,315	\$1,963
\$4	\$4	(\$)	13	Equipment lease / rental	\$33	\$32	(\$1)	\$43	\$29	\$40
\$	\$	\$	14	Equipment amortization	\$	\$	\$	\$	\$	\$
\$1,564	\$1,602	\$36	15	Total Expense	\$14,096	\$14,600	\$504	\$19,212	\$13,058	\$18,438
\$	(\$)	(\$2)	16	Surplus / (Deficit) From Other Votes Operations	\$511	\$	\$511	\$	\$	\$
\$	\$	\$	17	Nursing Incentive Pay Revenue	\$	\$	\$	\$	\$	\$
\$	\$	\$	18	Unfunded Bill 124 Impact	(\$511)	\$	(\$511)	\$	\$	\$
\$	(\$)	(2)	19	Surplus / (Deficit) For Ministry of Health Purposes	(\$)	\$	(\$)	\$	\$	\$



Hôtel-Dieu Grace Healthcare
Indicator Reporting December 2023

**** REPORT PRODUCED DURING CODE GREY. RESULTS ARE SUBJECT TO CHANGE****

Current Month Sept 2023			Year To Date 2023/24			2023/24	Prior Year Actual 2022/23	
Actual	Budget	Fav/(Unfav) to Budget	Actual	Budget	Fav/(Unfav) to Budget	Budget	YTD	Year End
			Financial Performance					
(\$622)	(\$492)	(\$130)	MOHLTC Total Margin including and one time items- \$000's	(\$8,112)	(\$4,424)	(\$3,688)	(\$5,899)	(\$1,051) (\$2,461)
0.46	1.00	(0.54)	Current ratio (does not include restricted investments)	0.46	1.00	(0.54)	1.00	0.68 0.70
1.24	\$ 1.80	(0.56)	Current ratio (does include restricted investments)	1.24	1.80	(0.56)	1.80	1.54 1.48

Current Month Sept 2023			Year To Date 2023/24			2023/24	Prior Year Actual 2022/23	
Actual	Budget	Fav/(Unfav) to Budget	Actual	Budget	Fav/(Unfav) to Budget	Budget	YTD	Year End

Current Month Sept 2023			Year To Date 2023/24			2023/24	Prior Year Actual 2022/23	
Actual	Budget	Fav/(Unfav) to Budget	Actual	Budget	Fav/(Unfav) to Budget	Budget	YTD	Year End
			Patient Volumes					
3,258	3,162	96	CMC Patient Days (Inc. Vents)	29,914	28,050	1,864	37,230	30,510 40,973
120	120	-	CMC Beds In Operation	120	120	-	120	120 120
88%	85%	3%	CMC Occupancy	91%	85%	6%	85%	92% 94%
-	-	-	CMC Supplementary Patient Days	-	-	-	-	- 499
-	-	-	CMC Supplementary Beds	-	-	-	-	- 30
0%	0%	0%	CMC Supplementary Occupancy	0%	0%	0%	-	0% 83%
181	167	14	Vent Beds Patient Days	1,650	1,485	165	1,971	1,656 2,196
6	6	-	Vent Beds In Operation	6	6	-	6	6 6
97%	90%	7%	Vent Occupancy	100%	90%	10%	90%	100% 100%
1,459	1,489	(30)	MH Patient Days	13,139	13,205	(66)	17,527	13,014 17,275
49	49	-	MH Beds In Operation	49	49	-	49	49 49
96%	98%	-2%	MH Occupancy	98%	98%	0%	98%	97% 97%
2,606	2,651	(45)	Rehab Patient Days	22,795	23,513	(718)	31,208	22,207 29,669
90	90	-	Rehab Beds in Operation	90	90	-	90	90 90
93%	96%	-3%	Rehab Occupancy	92%	96%	-4%	95%	90% 90%
17	18	(1)	Bariatric Cases	117	158	(41)	210	131 180

Current Month Sept 2023			Year To Date 2023/24			2023/24	Prior Year Actual 2022/23	
Actual	Budget	Fav/(Unfav) to Budget	Actual	Budget	Fav/(Unfav) to Budget	Budget	YTD	Year End

Current Month Sept 2023			Year To Date 2023/24			2023/24	Prior Year Actual 2022/23	
Actual	Budget	Fav/(Unfav) to Budget	Actual	Budget	Fav/(Unfav) to Budget	Budget	YTD	Year End
			Organizational Health					
2.9%	1.8%	-1.1%	Sick Time as % of Compensation - Incidental only	2.6%	1.9%	-0.7%	1.9%	3.5% 3.5%
1.0%	0.7%	-0.3%	Sick Time as % of Compensation - Special Consideration	1.1%	0.7%	-0.4%	0.7%	1.2% 1.3%
3.8%	1.7%	-2.1%	OT as % of Compensation	3.5%	1.1%	-2.5%	1.4%	4.2% 4.0%
\$ 190	\$ 120	\$ (70)	Sick Dollars incidental- \$000's	\$ 1,485	\$ 722	\$ (763)	\$ 1,350	\$ 1,869 \$ 2,536
\$ 67	\$ 45	\$ (22)	Sick Dollars SC- \$000's	\$ 626	\$ 267	\$ (359)	\$ 515	\$ 663 \$ 957
\$ 257	\$ 165	\$ (92)	Overtime Dollars- \$000's	\$ 2,019	\$ 433	\$ (1,586)	\$ 976	\$ 2,235 \$ 293
968	947	(21)	FTE	944	947	3	941	933 936



Hôtel-Dieu Grace Healthcare
Summary of Investments
As at December 31, 2023

1. Cash	Yield	Average Balance	% of Portfolio
Current Account (RBC)	RBC Prime less 1.75%	\$ 6,480,427	100%
Total Cash		\$ 6,480,427	100%

2. Investments	Market Rate as per JFL Statement	Accrued Bond Interest on JFL Statement	Current Value Per JFL Statement	Cost/Book Value Per RBC	Accrued Interest Recorded	Total Book Value	% of Portfolio
Long Term							
RBC Investor Services CDN (Common Stocks & Equivalents)	\$ 22,525,299	\$ -	22,525,299	20,828,303		20,828,303	51.8%
RBC Investor Services CDN (Long Term Fixed Income Securities)	\$ 12,065,071	\$ 173,212	12,238,283	12,437,817	200,615	12,638,432	30.9%
Total Long-term Investments	\$ 34,590,370	\$ 173,212	\$ 34,763,582	\$ 33,266,120	\$ 200,615	\$ 33,466,735	82.7%
Short Term							
RBC Investment - Cash Balance and Short term investments	\$ 4,657,192	\$ 27,403	\$ 4,684,595	\$ 4,571,680		\$ 4,571,680	
Total JFL portfolio	\$ 39,247,562	\$ 200,615	\$ 39,448,177	\$ 37,837,800	\$ 200,615	\$ 38,038,415	
RBC Investment - Cash balance	\$ 2,389,091	\$ -	\$ 2,389,091	\$ 2,389,091	\$ -	\$ 2,389,091	
Total RBC portfolio	\$ 2,389,091	\$ -	\$ 2,389,091	\$ 2,389,091	\$ -	\$ 2,389,091	
Total Short Term Investments	\$ 7,046,283	\$ 27,403	\$ 7,073,686	\$ 6,960,771	\$ -	\$ 6,960,771	17.3%
Total Investments	\$ 41,636,653	\$ 200,615	\$ 41,837,268	\$ 40,226,891	\$ 200,615	\$ 40,427,506	100.0%

* Note JFL and RBC use a slightly different US exchange rate on their statements. There will be a small discrepancy between both reports.

3. Investment Income	Current Month	\$ 70,424.47
	Year to Date	\$ 1,261,096.42

4. Investment Fees	Current Month	\$ 11,500.00
	Year to Date	\$ 108,715.75



FOR APPROVAL FOR DISCUSSION

Date: January 2, 2024

Author: C. Kondratowicz for B. Marra

Subject: Ethical Decision Making Framework

By-law/Policy Reference: By-laws, policies and Accreditation Standards

Previous Board/Committee Consideration: Annually

ISSUES

Historically the Ethical Decision Making Framework has not been reviewed or approved annually by the Board for use across the hospital.

BACKGROUND

Accreditation Standard 1.3 states:

The governing body approves, adopts, and follows the ethics framework used by the organization.

In 2022 the review and approval of this framework was included on the Governance Committee Workplan. This will continue annually moving forward.

CONSIDERATIONS

The Accreditation Canada Guidelines states:

An ethics framework provides a standardized approach to working through ethical issues, addressing conflicts of interest, and making decision. The framework can include codes of conduct, guidelines, processes, and values to help guide decision-making. The organizations leaders develop the ethics framework for the organization, but may receive input from the governing body. The governing body's minutes reflect that the ethics framework is used as part of its regular activities.

CONCLUSION

Governance Committee review and discuss the YODA Framework established in 2015, and recommend its continued use at HDGH.

RECOMMENDATION(S)

THAT the Governance Committee recommend to the Board of Directors the continued use of the YODA Ethical Framework by Hôtel-Dieu Grace Healthcare.

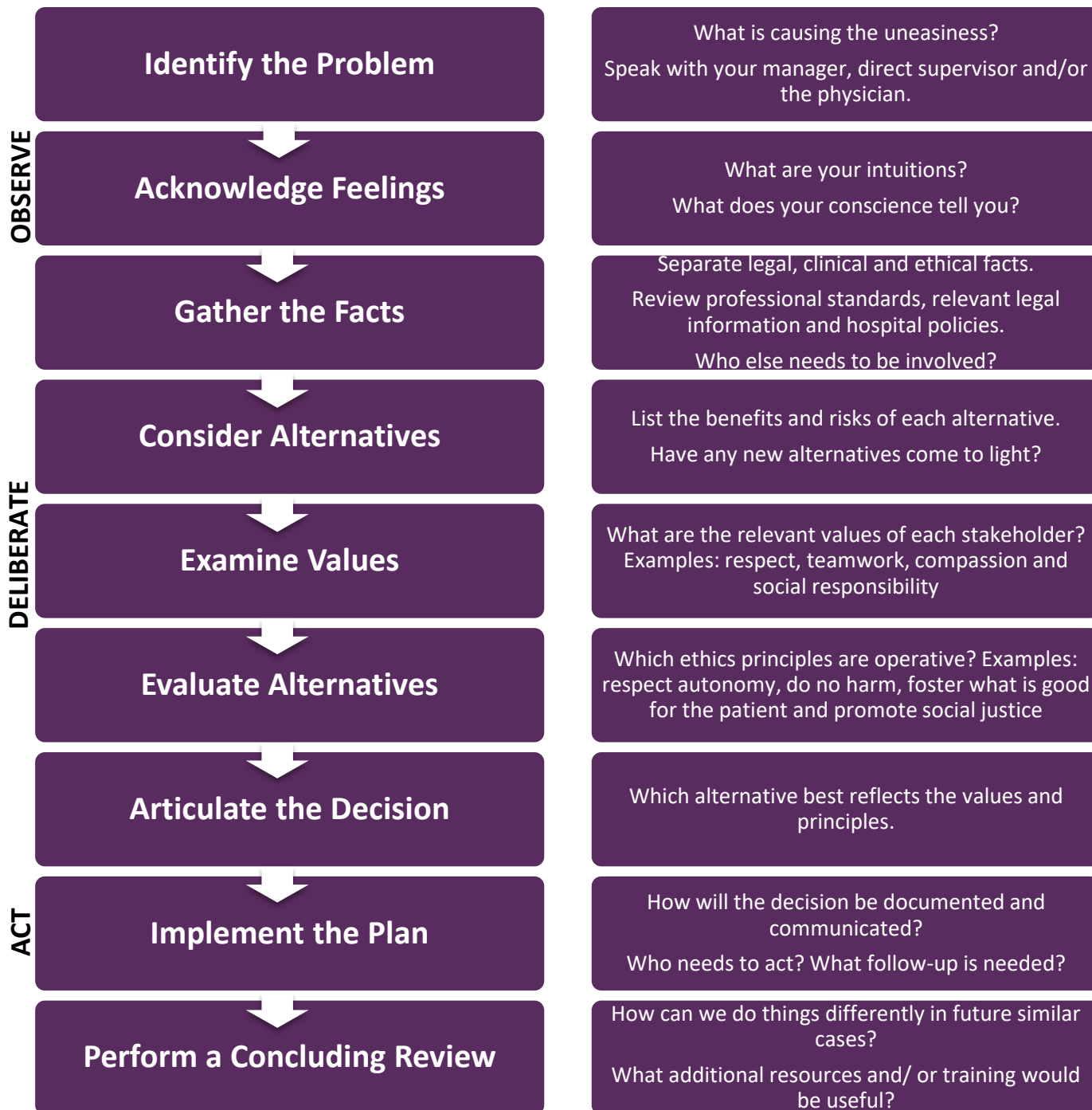
RISK ANALYSIS

Decisions could be made without utilizing the organizational approved framework impacting patient care, business interruption, reputation and long term issues.

YODA: A Principle Based Framework for Ethical Decision Making

Steps For Thinking Through An Ethical Issue

YOU - Ethics Is Everyone's Responsibility



Refer to your unit/ area **Ethics Resource Binder** for more guiding questions, a copy of the **Health Ethics Guide** and other resources. Please also check the intranet for more resources.

For Ethical concerns and/or dilemmas please contact:
Elizabeth Matte at Elizabeth.matte@hdgh.org or at x74404



A Principle Based Framework for Ethical Decision Making (Y-O-D-A) Worksheet

You are a moral agent, and ethical reflection is your responsibility

Observe

Deliberate

Act

OBSERVE

<p>STEP ONE: IDENTIFY THE PROBLEM</p>	<p>What is causing the uneasiness, discomfort and moral concern?</p> <p>How much time do we have to make a decision? Are there any costs or expenses to consider when making this decision?</p> <p>Who are the right people to be involved in the conversation? Who has information and/or should be involved in the decision? How important is this for them?</p> <p>Collect comprehensive data regarding the issue from many sources including the following:</p> <ul style="list-style-type: none">Identify the risk and safety issues - whom, nature, degree, urgencyRelevant laws, policies or guidelinesOther?
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<p>STEP TWO: ACKNOWLEDGE FEELINGS</p>	<p>What are the intuitions about the issue? What are the “gut” reaction, biases and/or loyalties?</p>
<p>STEP THREE: GATHER THE FACTS</p> <p>*Clinical Indications <i>- Does the patient/ client have capacity? -Who is the appropriate decision-maker(s)? - What are the goals of treatment? - What are the likelihoods of benefits and harms associated with various treatment options?</i></p> <p>*Contextual Features <i>e.g. Religion, Culture, Psycho-social issues, Relationships</i></p>	<p>What are the ethically relevant facts?</p> <p>Have all the relevant perspectives been obtained? Who else do we need involved in this decision-making process?</p> <p>How do the institution’s policies, mission and core values inform this process?</p> <p>What does the patient consider to be a good quality of life or an undesirable quality of life? What can health care providers do to enhance quality of life?</p> <p>What do the relevant college/regulations standards of practice and codes of ethics say?</p> <p>Is there legislation that is applicable to this situation?</p>



DELIBERATE

<p>STEP FOUR: CONSIDER ALTERNATIVES</p> <p><i>Explore the potential alternatives</i></p> <p><i>Consider short and long term consequences, and the benefit / harm / risk associated with each</i></p>	<p>What are possible alternatives? What are the benefits / risks of each, short and long-term?</p> <p>Option 1</p> <p>Option 2</p> <p>Option 3</p> <p>Option 4</p>
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<p>STEP FIVE: EXAMINE VALUES</p> <p><i>What are the preferences of the person (or the people) receiving care? Are other values relevant? Which of the values conflict?</i></p> <p><i>How do the values of the organization inform the ethical issue?</i></p>	<table border="1"> <thead> <tr> <th data-bbox="412 306 708 342">Values:</th> <th data-bbox="729 306 1024 342">Details (if necessary)</th> </tr> </thead> <tbody> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> </tbody> </table>	Values:	Details (if necessary)																
Values:	Details (if necessary)																		
<p>STEP SIX: EXAMINE ALTERNATIVES</p> <p><i>Which principles are operative in this case? Refer to the Health Ethics Guide for detailed explanations of each principle.</i></p> <p><i>Evaluate the alternatives in terms of values, principles and probing questions. What alternatives are excluded?</i></p>	<p>Principle of Totality: A part of the body may be sacrificed to save the whole</p> <p>Principle of Double Effect: Some actions may have both beneficial and harmful results</p> <p>Principle of Proportionality: Strive to balance the good that can be achieved and the harm that may be caused</p> <p>Principle of Legitimate Cooperation: Achieving certain good results may involve cooperation with others who are performing morally wrong actions.</p> <p>Principle of Subsidiarity: The first responsibility for decision-making resides with a free and competent individual, however family and caregivers could be included for a comprehensive plan</p> <p>Principle of Informed Choice: The person is provided with all of the information necessary for making a sound decision</p> <p>Principle of Confidentiality: Protecting a person’s right to privacy</p>																		



What choice is most justifiable by appealing to universal values and ethical principles, rather than personal preferences?

ACT

<p>STEP SEVEN: ARTICULATE THE DECISION</p>	<p>Who is most appropriate to implement the choices arrived at?</p> <p>When is the best time to implement the decision (consider risk and safety)?</p> <p>When do you expect to see results?</p> <p>Document the Action Steps/Plan:</p> <table style="width: 100%; border-collapse: collapse; margin-left: 40px;"> <thead> <tr> <th style="width: 5%;"></th> <th style="width: 45%;">What?</th> <th style="width: 30%;">When?</th> <th style="width: 20%;">Who?</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">1</td> <td style="border: 1px solid black; height: 20px;"></td> <td style="border: 1px solid black; height: 20px;"></td> <td style="border: 1px solid black; height: 20px;"></td> </tr> <tr> <td style="text-align: center;">2</td> <td style="border: 1px solid black; height: 20px;"></td> <td style="border: 1px solid black; height: 20px;"></td> <td style="border: 1px solid black; height: 20px;"></td> </tr> <tr> <td style="text-align: center;">3</td> <td style="border: 1px solid black; height: 20px;"></td> <td style="border: 1px solid black; height: 20px;"></td> <td style="border: 1px solid black; height: 20px;"></td> </tr> <tr> <td style="text-align: center;">4</td> <td style="border: 1px solid black; height: 20px;"></td> <td style="border: 1px solid black; height: 20px;"></td> <td style="border: 1px solid black; height: 20px;"></td> </tr> </tbody> </table>		What?	When?	Who?	1				2				3				4			
	What?	When?	Who?																		
1																					
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<p>STEP EIGHT: IMPLEMENT THE PLAN</p>	<p>How should the decision be communicated? Who needs to know it?</p> <p>How best should we document the process?</p> <p>What follow-up is necessary?</p>																				



<p>STEP NINE: CONCLUDING REVIEW</p>	<p>Are there other consequences that were unforeseen, and were new difficulties created?</p> <p>Were the effects those that were expected and, specifically did the decision resolve the dilemma that one was faced with?</p> <p>Is there a need to modify current policies/procedures/guidelines in order to prevent a recurrence in future?</p> <p>Would it be desirable and prudent to conduct either an Operational Debrief and/or an Emotional Debrief Session?</p>
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For further assistance with analyzing and effectively addressing any ethical dilemma,
please don't hesitate to contact:
519-257-5111 ext. 74159





APPENDIX A: PROCEDURAL VALUES AND CONNECTED QUESTIONS

Legitimacy

- Who are the right people to involve in the conversation?
- How will the patient and family/staff be involved?
- Who will make the decision to include or exclude participants?
- What criteria will be used to involve them? Who sets the criteria and are they clear to all relevant parties?
- Should there be conversation with the ethicist, CEO, Sponsor or Bishop? If not, why not?
- Is there anyone else who may be affected?
- For those not included in the conversation, at what point might they need to be included? Who will make that decision?
- Who will have these conversations?
- Should there be a meeting that includes all of them together?
- If this is an issue that involves “cooperation” and/or “scandal” and/or reputation risk, has there been an analysis using the CHAC guideline? If not, why not?
- Has the local Bishop been involved in the analysis and when was he involved: before the analysis, during and participant in the analysis, or after the analysis?

Fairness

- Do we have sufficient reason to accept the decision as being fair?
- Have we missed anything or anyone?
- Who should make the ultimate decision and do we have sufficient reasons to say that the decision is fair?

Appeal Process

- Is there any new information that has come to light that may impact the decision and therefore trigger an appeal?
- What is the mechanism for revisiting/appealing the decision?

Report of the President of the Professional staff to HDGH Board of Directors

By Dr Ramona Sommerdyk

Dated Jan 17, 2024

This past year, we saw continued efforts to regroup and recover from the lasting effects of the global pandemic. Our healthcare system continues to face considerable pressures, and we continue to find innovative ways to make best use of both our limited physical and human resources. Despite this, I am happy to report that our organization continues to be a sought after place to work; we have recruited and on-boarded 6 new physicians, and a new physician assistant in the past year.

To add to our overburdened system, in 2023 we also experienced our first extensive Code Grey. After almost 3 years of operating on Cerner, we were very suddenly thrust back into paper charting. This was a significant undertaking, not only in ensuring we all remembered/were trained in how to properly document, but most importantly in ensuring that patient care was as minimally affected by our lack of access to previous charting, records, labs and DI results. It was a very stressful time for all, involving long hours and incredible patience. Processes were changed daily, if not hourly. But throughout all this, staff, including those whose roles suddenly pivoted to being back on the floors, maintained professionalism and got things done. In the midst of boundless paper and in the absence of screens, we quickly saw communication, team-work and team based problem-solving flourish and thrive. While this event was a net negative on the system, it did provide us with lots of opportunity for reflection and action steps in ensuring that our transition back to computer-based work does not lose the human connection we experienced while in Code Grey.

I would like to thank all the staff and employees of this dynamic organization for their perseverance and compassion, for showing up each day and living our joint mission statement of providing physical, emotional, social and spiritual care. It has been an honour to be in the role of president this past year; thank you.