

**Stevenson Memorial Hospital  
Meeting of Board of Directors**

October 2, 2014

Physical Therapy Department

5:00 p.m.

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**In attendance:**

**Elected Directors:** Alan Dresser, Board Chair; Darlene Blendick; Colleen Butler; Harry Cassie; Michael Martin; Catherine Morden; David Purvis; John Swinden; Jan Tweedy

**Ex Officio Directors:** Jody Levac, President & CEO; Shannon Landry, Vice President/Chief Nursing Officer; Linda Edmonds, President SMH Auxiliary; Glenn Rae, President, SMH Foundation; Dr. Oswaldo Ramirez, Chief of Staff; Dr. Stephen Tomini, President of Medical Staff

**Staff:** Terry Kuula, Chief Financial Officer

**Regrets:** Paul Edmonds; Robert Jurmalietis

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**1. Call to Order**

A. Dresser called the meeting to order.

**2. Conflict of Interest**

A. Dresser reminded those in attendance of their responsibilities as Board members with respect to the Conflict of Interest as outlined in the Corporation Bylaws and asked if anyone present wished to declare a conflict of interest. No declarations were made.

**3. Approval of the Agenda**

The agenda was accepted as presented.

**4. Approval of the Minutes**

Circulated with the agenda were the minutes of June 5, 2014; June 17, 2014; June 24, 2014; and September 4, 2014.

As there were no changes, the minutes stand approved.

**5. Goal 1 – Safe, Quality Care**

**5.1 Critical Incident Report**

D. Purvis advised that there were no new critical incidents to report.

## **5.2 Report of Quality Committee**

Circulated with the agenda were the minutes of September 2, 2014.

D. Purvis referenced the 2014/15 Q1 Balanced Scorecard circulated with the agenda and reviewed the quality related indicators. The main focus of the Quality Committee this year will be on the patient experience.

## **5.3 Patient Experience**

S Landry shared a video of a patient story about their experience at Stevenson Memorial Hospital. She reiterated that undergoing a good patient experience is a priority for the Hospital and CEO.

## **5.4 Report of President of Medical Staff**

Dr. Tomini provided the following update:

- Doctor Ihab Khalil has been elected as the new Vice-President of the Medical Staff and will attend future Board meetings.
- Medical Staff Association met earlier this week when Dr. Khalil was elected to the above position. As well, an update on the Hospital Redevelopment project was provided to the physicians as their input will be required in the future as the planning progresses.
- The SMH Foundation attended and provided information to the physicians on the upcoming Gala (May 2015) and sponsor opportunities.

## **5.5 Report of Chief of Staff**

Dr. Ramirez referenced his written report and highlighted the following:

- Provided an update on the ongoing assessments being made in the Perioperative program as they continue to focus on areas of improvement to make the unit more efficient.
- The Medical Staff Association will be donating \$1,000.00 to the birthing unit in recognition of Dr. Hunt's years of excellent service. These funds could possibly be put toward signage for the renaming of the unit or other equipment items currently in need.
- Doctor Matt Myatt is the successful applicant for the position of Chief of the Emergency Department effective April 1, 2015.
- Doctor Shazia Ambreen has been elected as the new Chief of Family Medicine. She will be mentored by Dr. L. Jansen, the current Chief of Family Medicine. They will both hold the position as Co-Chiefs during the 6 month mentor period for Dr. Ambreen.

## **6 Goal 2 – Building the Best**

### **6.1 Stevenson Redevelopment Committee**

D. Purvis provided an update on the status of the proposed redevelopment and suggested next steps, following the recent meeting with the Capital Investment Branch of the Ministry of Health & Long Term Care (MOHLTC) and the Central Local Health Integration Network (CLHIN).

The purpose of the above meeting was to obtain clarity with respect to the neutrality of the MOHLTC's August 12, 2014 response to the Hospital's pre-capital submission.

D. Purvis noted that the written response from the MOHLTC is only an indication of completeness of their analysis of the pre-capital submission. Stevenson had a successful review. The MOHLTC explained that currently, formal approvals to proceed to the planning phase can only be provided by the Provincial Cabinet. The MOHLTC confirmed the merits of the Stevenson business case. Their letter also provided the Hospital with guidance as to what needs to be addressed within the Stage 1 Proposal phase. The MOHLTC and the CLHIN agreed to work closely with the Hospital as it develops its Stage 1 Proposal.

D. Purvis noted that while there has always been the financial risk that the Hospital may not be given approval to proceed beyond the Stage 1 Proposal phase, stakeholders will need to understand that the related costs represent an investment.

The next stage for the Hospital is to complete the Stage 1 Proposal which includes updating the Hospital's Master Plan. These activities will take place over the next 8-10 months to facilitate submission of the Stage 1 Proposal.

***MOTION: Moved by D. Purvis, seconded by J. Swinden, CARRIED.***

***"That the Board of Directors authorizes and directs Stevenson Memorial Hospital Management to proceed with the activities required to submit a Stage 1 Redevelopment proposal to the Ministry of Health & Long Term Care that has the support of the Central Local Health Integration Network.***

***And furthermore, that the Stevenson Redevelopment Committee and the Finance Committee are directed to work with Hospital Management to develop a working budget to facilitate completion of the Stage 1 proposal."***

***MOTION: Moved by D. Blendick, seconded by J. Tweedy, CARRIED.***

***"That the Board of Directors advises the Stevenson Memorial Hospital Foundation that the redevelopment project is moving forward and a request for capital funding is forthcoming."***

***MOTION: Moved by C. Morden, seconded by D. Blendick, CARRIED.***

***"That the Board of Directors authorizes and directs Stevenson Memorial Hospital Management and the Stevenson Memorial Hospital Foundation to develop and implement a community engagement strategy."***

## **7 Goal 3 - Champions of Care**

### **7.1 Report of Human Resources Committee**

Circulated with the agenda were the minutes of September 30, 2014.

D. Blendick highlighted the following:

- There is new legislation that will come into effective on October 29, 2014 - the statutory leaves of absence offered to employees under Ontario's *Employment Standards Act*,

- 2000 (the ESA) will be expanded to include “family caregiver leave,” “critically ill child care leave,” and “crime-related death and child disappearance leave.” This expansion comes as a result of the *Employment Standards Amendment Act (Leaves to Help Families)*, 2013, also known as Bill 21, which received Royal Assent on April 29, 2014. Notably, these leaves of absence will be in addition to “Family Medical Leave” (available when an employee’s family member has a serious medical condition with a significant risk of death occurring within 26 weeks), as well as “personal emergency leave.”
- Referenced the overtime results for July 2015 for each clinical department. Management continues to monitor the overage in the Operating Room as it has the highest amount of overtime; however, it is difficult to curtail because most overtime is related to call-back for emergencies.

## **8 Goal 4 – Power in Partnerships**

### **8.1 Report of the Communication Committee**

Circulated with the agenda were the minutes of September 10, 2014 along with the Report of the Communication Specialist and Media.

C. Morden highlighted the following:

- As part of the Hospital’s community engagement strategy, a Speaker’s Bureau will be established and trained to address various topics that are of interest to the community and local groups. Individuals in the Hospital will be identified who are experts in various areas of the organization and Corporate Communications will work with them to develop topics, presentation material and speaking notes. Once in place, a list of speaking opportunities will be developed.
- Provided an update on the work of an ad hoc committee established to recognize a recently retired doctor.

Discussion ensued among the Board regarding the television communication screens to be installed in 3 locations of the Hospital to carry paid advertising and community engagement messages for the community. P. Edmonds, who has been spearheading the project, has found the first 6 advertisers. Negotiation of the contract is still to be finalized.

In the future, there is a potential revenue stream for the Hospital and the Communications Committee is recommending that these monies be designated towards the Corporate Communications Department to help offset its budget costs. A discussion occurred that typically, all revenues derived are directed to the Hospital’s global budget and not a specific department. C. Morden expressed that Corporate Communications has a minimal budget which has already been spent for the year. The CEO and Board Treasurer expressed concern with the request to designate the revenue to Corporate Communications.

***MOTION: Moved by C. Morden, seconded by D. Blendick, CARRIED.***

***“That the Board of Directors accepts the recommendation of the Communications Committee that any revenue derived remain with the Corporate Communications Department.”***

***MOTION: Moved by C. Morden, seconded by J. Tweedy, CARRIED  
“That the Board of Directors accepts the recommendation of the Communications  
Committee that Corporate Communications be responsible to approve all advertisements  
on the Digital TV Communication Resources.”***

C. Morden advised she has one more motion to present from the Communications Committee:

***MOTION: Moved by C. Morden, seconded by D. Blendick“  
That the Board of Directors accepts the recommendation of Communications Committee that  
the contract be vetted by legal services before it is signed.”***

A discussion ensued among the Board with respect to the above motion. It was noted that the contract has yet to be finalized and it was agreed that it is the responsibility of Hospital Management to review the contract and decide whether or not a legal consult is required.

Following further discussion, C. Morden and D. Blendick agreed to withdraw above motion with the assent of the Board, in order to provide Hospital Management the opportunity to review the contract and decide if they would like to run by legal. The motion was then WITHDRAWN.

## **9. Goal 4 – Finance**

### **9.1 Report of Finance Committee**

- **Financial Statements as at August 31, 2014**

Circulated with the agenda were the minutes of September 18, 2014.

T. Kuula provided a finance presentation which highlighted a surplus of \$43K for the month of August and a year-to-date surplus of \$88K.

Hospital is carefully monitoring all expenses, especially as the flu season is underway which typically has an impact on patient days, sick time and overtime.

The cash flow continues to decrease in the first quarter of the year due to the cash flow from the CLHIN being restricted to base funding only. This occurs annually and in the near future, additional funds will start to flow from the CLHIN (e.g., Pay for Results funding).

The VP, Finance, Healthcare Insurance Reciprocal of Canada (HIROC), provided a presentation to the Finance Committee re coverage, financial update, top risks and claims review, and HIROC’s Risk Management Services.

## **10. Other Committees**

### **10.1 Report of Governance & Nominating Committee**

Circulated with the agenda were the minutes of September 10, 2014.

New Board Directors C. Butler and H. Cassie provided an overview of the OHA conference they attended entitled “Essentials Certificate in Hospital Governance for New Directors”. They learned about hospitals, including corporate status, accountabilities, funding, hospital relationships, and the role of the Board and of the individual Directors in governing a hospital. They highly recommended the conference to new Board Directors.

On the recommendation of the Communications Committee, the Governance & Nominating Committee endorsed the appointment of Wendy Fairley, Advisory Council Member, to the Communications Committee.

***MOTION: Moved by J. Tweedy, seconded by C. Morden, CARRIED.***

***“That the Board of Directors accepts the recommendation of the Governance & Nominating Committee and appoint Wendy Fairley, Advisory Council Member, to the Communications Committee until the next Annual General Meeting (June 2015).”***

At the September Board meeting, Directors were advised that they would be provided with a Stevenson email address to ensure a more secure mechanism of circulating Board and Committee meeting materials. Due to the many concerns and issues raised by Board Directors that would make it difficult to implement this practice, the Governance & Nominating Committee recommended that for the interim, Directors continue to use their personal email addresses until an alternative solution could be put in place.

***MOTION: Moved by C. Morden, seconded by D. Purvis, CARRIED.***

***“That the Board of Directors accepts the recommendation of the Governance & Nominating Committee that Board Directors continue to use their personal email addresses for Hospital related business until an alternative solution can be determined.”***

J. Tweedy referenced the draft Board policies reviewed by both the Executive and Finance Committees. As further amendments had been forwarded to her prior to the Board meeting, she suggested that the policies be returned back to the Governance & Nominating Committee for further review before they are presented to the Board for consideration.

## **10.2 Report of Executive Committee**

Circulated with the agenda were the minutes of July 15, 2014.

***Motion: Moved by J. Swinden, seconded by D. Blendick, CARRIED.***

***“That the Board of Directors accepts all reports of the Board Committees as presented.”***

## **11. Reports**

### **11.1 Report of CEO:**

J. Levac provided the following update:

- Completing Q2 internal Trust Pulse Survey with staff and physicians. Results will be shared with the Board in the future.
- Assistant Deputy Minister, Nancy Naylor, will be visiting Stevenson on October 3<sup>rd</sup>. She has publicly recognized Stevenson’s outstanding Emergency Department (ED)

performance. During her visit and tour of the ED, she will see first-hand the hard work staff is doing and the processes put in place to improve patient flow and allow the Hospital to remain #2 in the province for ED wait times.

- Will be revising the Management Performance Plan (MPP) format and will seek input from the HR Committee.
- Working with the Midwives to develop a new model of care which is sustainable for Stevenson's Obs program which would include Midwives.
- Hired a new Manager of Obstetrics and Perioperative Services. J. Levac recognized Joy McCarron and Kathy Stevenson for their outstanding work as they have acted as interim Managers for both programs until a new Manager was recruited.
- Dr. Liesbet Jansen has been awarded the Dr. MacIntyre Award.

### **11.2 Report of the Auxiliary President**

L. Edmonds provided the following update:

- The Auxiliary has committed to raising \$25,000 to furnish a semi private room or 2 patient areas as part of the Foundation's "Refurbish a Room" campaign.
- Presented a cheque to the Foundation in the amount of \$21,250 which fulfilled the Auxiliary's promise to purchase a Tourniquet for the Urology Department.
- Auxiliary will be hosting their Fall Arts & Crafts Show at the Legion on Oct. 18<sup>th</sup>.

### **11.3 Report of Foundation President**

G. Rae provided the following update:

- The Foundation plans to reduce the number of Board meetings they hold throughout the year.
- Acknowledged and thanked the Auxiliary for their recent donation of \$21,250.
- Township of Essa presented a cheque to the Foundation in the amount of \$6,500.
- Donor Wall Celebration will be held on November 5<sup>th</sup> at Stevenson Farms.

At this point in time R. MacLennan, C. Butler, and T. Kuula left the meeting.

## **12. In Camera Session**

***Motion: Moved D. Blendick, seconded by C. Morden, CARRIED.***

***"That the Board moves to the in-camera session."***

***Motion: Moved by D. Blendick, seconded by D. Purvis, CARRIED.***

***"That the Board move back into the open session."***

The following motion was arising from the in-camera session.

***Motion: M. Martin, seconded by D. Purvis, CARRIED.***

***"That the Board accepts the recommendation of the Medical Advisory Committee to approve:***

- ***three (3) new applications for medical staff;***
- ***seven (7) change in privileges for members of the medical staff; and***
- ***two (2) renewal of temporary privileges for members of the medical staff."***

**13. Next Meeting Date**

The next Board meeting will be held on Thursday, December 4, 2014.

There being no further business, the meeting terminated at 7:50 p.m.



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Alan Dresser, Board Chair

Recording Secretary: Sharon Knisley