

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

September 5, 2013

Physical Therapy Department

5:00 p.m.

In attendance:

Elected Directors

John Swinden, Board Chair; Darlene Blendick; Alan Dresser; Paul Edmonds; Paul Farley; Cory Jackman; Michael Martin; Catherine Morden; David Purvis; Jan Tweedy

Ex Officio Directors

Annette Jones, President & CEO; Shannon Landry, Vice President/Chief Nursing Officer; Diane Munro, President SMH Auxiliary; Dr. Nancy Merrow, Interim Chief of Staff; Dr. Stephen Tomini, President of Medical Staff

Staff

Terry Kuula, interim Chief Financial Officer

Regrets:

Scott Anderson; Andrew Morris; Glenn Rae, President, SMH Foundation; Dr. Izabella Kogan, Vice President of Medical Staff

Guests:

Marg Barber, Vice-President, Stevenson Memorial Hospital Foundation

1. Call to Order

J. Swinden called the meeting to order.

2. Conflict of Interest

J. Swinden 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.

Although no discussions have taken place about the possibility of a chiropractic clinic at the Hospital, Alan Dresser declared that he does have a family member involved in such a business.

3. Minutes of the meeting held on July 4, 2013

Motion: Moved by C. Morden, seconded by J. Tweedy, CARRIED.

“That the Board of Directors approves the minutes of July 4, 2013 as presented.”

4. Roll Call on Summer/Fall Board Work Plan

The Board provided an update on activities they have been working on over the summer with respect to the Board’s work plan.

5. Presentation – 4 Year Obstetrics Review

S. Landry reiterated that the report was disseminated in May 2013 to stakeholders for feedback and recommendations. As a result, there were inquiries as to the accuracy and relevance of comments associated with the data submission. There were also further questions from Hospital Committees on the details of the data, specifically the financial information.

An updated report will be presented to the Board at the October meeting.

6. Goal 1 – Safe, Quality Care

6.1 Patient Experience

S. Landry provided a presentation which shared a story in which the health care system failed the patient as it provided an unsustainable solution for this family. S. Landry noted that the purpose of the presentation is to provide awareness that a hospital can be faced with when it is unable to support the family. S. Landry noted that since the presentation of this story to the Board Quality Committee (on September 3rd), there has since been further suggestions that have come the Hospital’s attention with respect to this occurrence which the Hospital is investigating.

6.2 Critical Incident Report

There were no new critical incidents to report.

6.3 Report of Quality Committee

Circulated in advance of the meeting were the minutes of September 3, 2013 along with the Balanced Scorecard 2013/14 – Q1.

A. Dresser advised that “4 Year Obstetrics Review” report was reviewed by the Quality Committee and the report will next be reviewed by the Finance Committee at its September meeting prior to presentation to the Board of Directors in October.

The Board reviewed the Q1 Balanced Scorecard and A. Dresser highlighted that the Hospital was able to meet the PIA (Physician Initial Assessment) target for the first time.

Action: A letter of acknowledgement and appreciation will be sent to the Emergency Department Staff from the Board Chair and CEO.

Dr. Merrow noted that the Balanced Scorecard indicates 2400 chart deficiencies, which resulted in letters being sent to medical staff reminding them of their requirements to address outstanding charts per the Corporation Bylaws. As of September 4th, there are currently 884 deficient charts which is the lowest number of deficient charts within the last two years. The Hospital will continue to monitor this indicator and follow-up again with physicians who have substantial outstanding charts in the future.

6.4 Report of President of Medical Staff

Dr. Tomini advised that the Medical Staff did not have a formal meeting over the summer however did hold a bbq/social.

6.5 Report of Chief of Staff

Dr. Merrow advised that the Medical Advisory Committee has not met since the last Board meeting. She has received the draft Professional Staff Bylaws back from legal consultant and will be forwarding the draft Bylaws to the Governance & Nominating Committee for review.

In response to a question with respect to the Hospitalist Program at Stevenson, Dr. Merrow advised that there is currently 2 full-time Hospitalist. In an effort to ensure a robust on-call schedule, through the Chief of Family Medicine, it was decided to keep the third full-time Hospitalist position on a rotation position. Therefore, the third position is shared with many family physicians including Dr. Kelly Wright, Family Health Team and others.

Motion: Moved A. Dresser, seconded by D. Blendick, CARRIED.

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

Motion: Moved by M. Martin, seconded by C. Morden, CARRIED.

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

7 Goal 2 – Champions of Care

7.1 Report of Human Resources Committee

The Committee has not met since the last Board meeting. The next meeting is scheduled for September 12th.

8 Goal 3 – Power in Partnerships

8.1 Report of the Communication Committee

- **Report of Communication Specialist**
- **Media Report**

Circulated with the agenda were the minutes of July 10, 2013 along with the Report of the Communication Specialist and Media.

C. Morden advised that Board Chair asked the Communications Committee to provide some advice on how the Hospital could enhance its communications in the future on important items such as the Management Service Agreement, appointment of new Chief of Staff, etc. The Committee will be discussing a strong marketing plan and key messages for each area and wish to be pro-active in getting its messages out to the community.

The Committee did discuss and have agreed that an increase in hours for the Communications Specialist would be beneficial for the Hospital to enhance its communications with the community. The Committee needs to further understand the costs related to the enhancement of hours and the Committee will be developing a specific plan on how this could be done.

The Committee also discussed training around change management and media training for the Board Executive including CEO, Foundation and Auxiliary, if interested. C. Morden asked Directors to provide feedback to her on this item.

8. Goal 4 – Finance

8.1 Report of Finance Committee

- **Financial Statements as at June 30th and July 31st, 2013.**

Circulated with the agenda were the minutes of July 18, 2013 along the financial statements. M. Martin noted that the Finance Committee did not meet in August therefore did not have the opportunity to review the July financial statements.

The financial statements show a surplus of \$23K for the month of July and a year-to-date surplus of \$10K at the LHIN line (before amortization).

The occupancy rates are lower than budgeted during the summer months and further discussion at the next Finance meeting will occur to further understand, however generally over the summer months, the Hospital does see a decline in its patient days.

One of the Hospital's x-ray machines is broken. The equipment is 32 years of age and has well surpassed the recommendation of the 10-14 years of use by Canadian Association of Radiologist and other associations. The option of running the Hospital with one machine will result in increased patient wait times, for both inpatients and outpatients, due to the volumes of procedures undertaken.

It is the recommendation of the Finance Committee to move forward with the purchase of the new x-ray machine (cost is \$550K). Management is recommending that the current 2013/14 capital list be re-prioritized (there is approx \$400K of equipment that can be deferred) and the difference of \$150K will need to be found by Management.

The Board agreed that it is not receptive to borrowing the difference in money to fund this equipment. A. Jones advised that she is confident she will be able to find the difference, either through Pay For Results Funding or possible by deferring more equipment of the approved capital list (e.g., ER Tracking Board).

MOITON: Moved by P. Farley, seconded by P. Edmonds, CARRIED.

"That the Board of Directors authorize the Board Chair and Chief Executive Officer to send a letter to the Stevenson Memorial Hospital Foundation with respect to the Hospital re-prioritizing the 2013/14 capital equipment list in order to delegate funds to towards the purchase of the new X-Ray machine for the Hospital."

M. Martin advised that there is no legislation prohibiting the Board from providing a small gift to a retiring Board Director.

9. Goal 5 – Building the Best

9.1 Report of Future Health Care Centre Committee (FHCCC)

The Committee has not met since the last Board meeting.

The FHCCC struck an Ad Hoc Committee to prepare the response to the Central Local Health Integration Network (LHIN) regarding the Schedule A submission.

10. Other Committees

10.1 Report of Governance & Nominating Committee

Circulated with the agenda were the minutes of July 11, 2013.

The Committee held a telephone meeting to appoint a Board Director to sit on the FHCCC with the retirement of two Directors in June 2013.

Motion: Moved by P. Farley, seconded by D. Blendick, CARRIED.

“That the Board of Directors accepts the recommendation of the Governance & Nominating Committee and appoint David Purvis to the Future Health Care Centre Committee.”

10.2 Report of Executive Committee

Circulated with the agenda were the minutes of July 31, 2013. The Committee has been focusing on the revisions to the Management Service Agreement (MSA) which has been extended to December 31, 2013.

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:

A. Jones provided the following update:

- Community Physician Recruitment & Retention Committee is hosting the annual Physician Appreciator evening on September 19th. Board invited to attend.
- Further to many inquiries about the Hospitalist program, SMH will be hosting two information sessions on September 17th and September 19th to provide further information on the program and to answer any questions. Sessions will be held at ST. John’s United Church, Alliston.
- Dr. Cyndi Singer commenced practice at SMH and has opened a fracture clinic. Any referrals to be sent to the outpatient clinic at the Hospital.

11.2 Report of the Auxiliary President

D. Munro’s report was circulated with the agenda and she highlighted the following:

- From January 1st to June 30th, the volunteers have contributed 10,144.25 hours of volunteer support in areas such as the gift shop, coffee corner, information desk, emergency room, medical/surgical unit, day surgery clinics, and fundraising. Of these hours, 1,357 were provided by 23 volunteer students.
- Auxiliary has set a goal to raise \$40K this year to support the purchase of the operating room table for the “It Takes Your” campaign.
- October 26th, the Auxiliary will be holding their Arts & Craft Show at the Alliston Legion from 10:00 am. – 2:00 p.m.

11.3 Report of Foundation President

G. Rae’s report was circulated with the agenda. In G. Rae’s absence, Marg Barber, Foundation Vice-President advised that the Foundation participated in the Alliston Potato Festival Parade. The theme was centered around the doctor operating on a potato which was well received during the parade.

11.4 Report of the Board Chair

J. Swinden advised he was very busy over the summer on many hospital matters; priority for the Board this fall will be the revisions to the Management Services Agreement and future arrangements with Southlake Regional Health Centre. He will also be scheduling his annual Board interviews in the near future.

12. Next Meeting Date

The next Board meeting will be held on Thursday, October 3, 2013.

There being no further business, the meeting terminated at 7:45 p.m.



John Swinden, Board Chair

Recording Secretary: Sharon Knisley