

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

May 1, 2014

Rehabilitation Department

5:00 p.m.

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**In attendance:**

**Elected Directors**

John Swinden, Board Chair; Darlene Blendick (teleconference); Alan Dresser; Paul Farley;  
Cory Jackman; Michael Martin; Andrew Morris; Catherine Morden; David Purvis; Jan Tweedy

**Ex Officio Directors**

Shannon Landry, Vice President/Chief Nursing Officer; Diane Munro, President SMH Auxiliary;  
Glenn Rae, President, SMH Foundation; Dr. Oswaldo Ramirez, Chief of Staff;  
Dr. Stephen Tomini, President of Medical Staff

**Staff**

Robin MacLennan, Corporate Communications

**Regrets:**

Paul Edmonds; Jody Levac, President & CEO; Terry Kuula, Chief Financial Officer

**Guests:**

Jeff Kerk, Manager, Paramedical Services

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**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. No declarations were made.

**3. Presentation – Diagnostic Imaging**

Jeff Kerk provided a presentation on the new X-Ray machine in Diagnostic Imaging, a copy of which is included in the minute book.

The Board thanked Jeff for his presentation.

#### **4. Minutes of the meeting held on April 3, 2014**

***Motion: Moved by J. Tweedy, seconded by A. Dresser, CARRIED.***

***"That the Board of Directors approves the minutes of April 3, 2014 as presented."***

#### **5. Goal 1 – Safe, Quality Care**

##### **5.1 Patient Experience**

S. Landry provided a presentation of a patient story, a copy of which is included in the minute book. This story introduced new members of our care team known as Registered Respiratory Therapists (RRTs); they are now participating in weekly patient rounds.

##### **5.2 Critical Incident Report**

A. Dresser noted that there were no new critical incidents to report.

##### **5.3 Report of Quality Committee**

There were no minutes available from the meeting that occurred on April 29<sup>th</sup>; however, A. Dresser provided a verbal update on key points discussed at the meeting:

- The Balanced Scorecard was discussed and it was indicated that there is a need to make sure that data is entered on a timelier basis.
- A French language issue was recently brought up by the Central Local Health Integration Network (CLHIN). Our percent of francophone speaking patients is higher than some other areas. A number of Hospital staff is fluent in French to assist with translation needs.
- Patient surveys continue to show that many complaints are primarily related to inadequate communication, particularly with respect to the attending physician. The Hospital will continue to undertake patient surveys with NRCC (formerly NRC Picker).

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

Dr. Tomini provided the following verbal update:

- The next Medical Staff Meeting is scheduled for next week.
- Dr. Amber Bocknek, one of our Hospitalists, as previously announced, is leaving the hospital at the end of this week.
- May 27<sup>th</sup> will be the first Morbidity and Mortality Rounds.

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

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

- We do have several applications received to replace Dr. Bocknek.
- General surgery is looking to obtain a Locum General Surgeon to ensure efficiency in the peri-operative program. Current utilization is 2 operating rooms a day and this will go down to 1 room in July/August. The program is enforcing utilization policies that are targeting 80% utilization.

- Looking to recruit additional emergency room physicians due to increased volumes and patient acuity; additional Ministry funding has been provided for additional physician coverage.
- Due to additional funding received from the Ministry, the current Physician Assistant (PA) has agreed to a new two year contract. There will be reallocation of physician coverage on weekends to ensure Physician Initial Assessment (PIA) time can be further reduced.
- A Medically Complex Clinic model was presented by Dr. Kogan at the Medical Advisory Committee which is expected to be open in June. It will be for medically complex patients with comorbidities, such as Chronic Obstructive Pulmonary Disease (COPD) and Congestive Heart Failure (CHF).
- Medical Staff Bylaws content reviewed and final copy due for June 2014. The Governance & Nominating Committee requested a cleaner draft for review.

## **6 Goal 2 – Champions of Care**

### **6.1 Report of Human Resources Committee**

Circulated with the agenda were the minutes of April 10, 2014. D. Purvis highlighted the following:

- Pay for Results (P4R) data - Stevenson continues to trend in the number 2 position across small Ontario Hospitals.
- A Trust Pulse Survey is being undertaken with staff and physicians. J. Levac is hosting staff open forums and some less formal visits to the units. His focus is on the importance of trust between all members of the health service team.
- Leadership Lookout Meetings are occurring on a weekly basis to provide an opportunity for all Managers to hear about what is occurring in other departments and provide feedback.

## **7 Goal 3 – Power in Partnerships**

### **7.1 Report of the Communication Committee**

Circulated with the agenda were the minutes of April 9, 2014 along with the Report of the Communication Specialist and Media Report. C. Morden noted the following highlights:

- The new Hospital Update newsletter looks outstanding and it will go out by direct mail to surrounding residents and businesses. This will highlight redevelopment plans.
- R. McLennan has done work on an OBS video (2 ½ minutes in length) and a short version will be shown at the beginning of movies at the Circle Theatre. A virtual tour of the OBS unit is being developed to be posted on the website.
- A Communications Plan was developed and is included in the package for review and Directors were asked to provide feedback to C. Morden.

## **8. Goal 4 – Finance**

### **8.1 Report of Finance Committee**

There were no minutes as the Finance Committee did not meet in April. M. Martin provided a brief update as Terry Kuula, Chief Financial Officer, was not in attendance at the meeting:

- Still projecting a surplus at year-end.
- Both the operating and capital budgets to be presented to the Board at a future meeting.
- Purchasing policies are out of date and are currently being updated.

## **9. Goal 5 – Building the Best**

### **9.1 Report of Future Health Care Centre Committee (FHCCC)**

Circulated with the agenda were the minutes of the April 15, 2014 meeting. D. Purvis also circulated a proposal (additional support re community engagement), on behalf of J. Levac, to the members and highlighted the following:

- A response was provided to the Schedule B submission with two questions, which were addressed in writing on March 20, 2014. J. Levac has been the point person to keep the project at the forefront with the Ministry. Mayor Mike MacEachern sent a letter of support and MPP Jim Wilson raised the question of support in the legislature.
- A Consultant was hired by the Foundation to test our case for support in the community and results to date indicate:
  - Overwhelming support of the project by community members;
  - Overwhelming support for a \$30 Million capital campaign;
  - A new emergency department is the most attractive aspect and will attract donations;
  - Volunteer leadership is out there and must be cultivated; and
  - Awareness is a challenge in terms of the project, it's magnitude, how hospitals are funded and the hospital's accomplishments (real and relative)

There is a need to ramp up engagement initiatives with respect to the redevelopment and currently, there are not sufficient resources in the Hospital to undertake this initiative. The FHCCC recommended, via a motion, that resources be hired to develop a tactical plan noting that this should be a full time effort. D. Purvis then presented a proposal, on behalf of J. Levac, outlining the need and parameters for hiring a contact employee, initially for one year to achieve our objectives. The funding for this initiative is available via the planning funding request, previously agreed to by the Foundation. At this stage, it was agreed that this individual will only be hired, once we receive approval from the Ministry, to proceed to the planning stage. This position would report directly to the CEO and work closely with Hospital Corporate Communications.

***MOTION: Moved by D. Purvis, seconded by A. Dresser, CARRIED.***

***“That the Board of Directors accepts the recommendation of the Future Health Care Centre Committee to hire a contract employee, for one year, reporting directly to the CEO, to manage the community engagement process for the redevelopment project with an anticipated budget of approximately \$100,000, upon the Hospital receiving the primary approval from the Ministry of Health and Long Term Care to proceed to the next stage of hospital redevelopment planning, with a follow-up request for an operations budget,”***

This year marks the Hospital’s 50th anniversary. The FHCCC recommended that this opportunity be used at the upcoming Annual General Meeting (AGM), to highlight our past successes and to introduce our redevelopment project, with J. Levac as the keynote speaker. The Board indicated support for this approach.

## **10. Other Committees**

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

Circulated with the agenda were the minutes of April 11, 2014. A Dresser noted the following:

- We anticipate announcing the candidates to fill the vacancies of the 3 Board positions at the next Board meeting. Currently, there are only nine Advisory Council Members.
- The Professional Staff Bylaws package was incomplete and comments were sent back to the Medical Advisory Committee to be reviewed prior to presentation to the Board of Directors.
- Looking at electronic access for the Board (hardware) and we are looking at a variety of programs that would allow access to the internet and documentation.
- Directed the Committee Chairs to meet bi-monthly or quarterly, as required and Board meetings will be held every other month commencing in the fall.

### **10.2 Report of Executive Committee**

The next meeting is scheduled for Wednesday, May 7, 2014.

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

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

## **11. Reports**

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

As J. Levac was absent from the meeting, J. Swinden provided the CEO update:

- There have been positive results from a conversation with the Ministry regarding the Hospital’s Pre-Capital Submission (Schedule A & B) and we hope to receive correspondence from the Ministry within the next few weeks.

- J. Levac is actively rounding on units and continues to be impressed with the quality of our management
- Continues to place a high priority on trust

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

D. Munro provided the following update:

- Twelve new volunteers who will commence training in May with respect to the Spiritual Care program; total of 21 volunteers in this program.
- Successful Spring Tea held on April 12<sup>th</sup>; over \$ 2,000 raised.
- Tomorrow, May 2<sup>nd</sup> is Tag Day.
- Auxiliary Annual General Meeting is scheduled for June 12<sup>th</sup>. At that time, D. Munro will retire as president; Linda Edmonds will be the incoming President.

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

G. Rae referenced his written report circulated with the agenda. The Board welcomed G. Rae back and wish him well for a total recovery.

#### **11.4 Report of the Board Chair**

J. Swinden provided the following update:

- J. Levac has been awarded an Honorary Doctorate Degree by the University of Phoenix and is going there to receive it. He was recognized for the distinguished nature of his accomplishments.
- Administration will be reviewing alternatives for instrument sterilization as further SteriPro negotiations will not be moving forward. The staff that was scheduled to be involved will remain in their current positions.
- E-mail security investigation for Board emails about hospital matters is proceeding but no conclusion has yet been reached.
- The Alliston Physician Recruitment & Retention Committee has been asked to provide an outline of expenditures for monies received from the Hospital as part of their commitment to transparent fiscal accountability.

### **12. Other Business**

#### **12.1 ICT Collaborative**

J. Swinden provided an update on the above; a Request for Statement of Qualifications (RFSQ) was issued and the Steering Committee is now ready to send out an Request for Proposal (RFP), subject to the outcome of current discussions among the co-operative members as to timing, participation, and scope.

#### **12.2 Ophthalmology Update**

J. Swinden advised that Dr. B. Khan will be providing a presentation to the Eye Care Committee later this month.

**13. In Camera Session**

***Motion: Moved J. Swinden, seconded by D. Purvis, CARRIED.  
"That the Board moves to the in-camera session."***

***Motion: Moved by D. Purvis, seconded by M. Martin, CARRIED.  
"That the Board move back into the open session."***

***Motion: Moved by A. Dresser, seconded by J. Tweedy, CARRIED.  
"That the Board accepts the recommendation of the Medical Advisory Committee to approve:***

- ***Two (2) change in privileges for members of the medical staff; and***
- ***Two (2) renewal of temporary privileges for members of the medical staff."***

**14. Next Meeting Date**

The next Board meeting will be held on Thursday, June 5, 2014.

There being no further business, the meeting terminated at 20:10 p.m.



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John Swinden, Board Chair

Recording Secretary: Cathie MacDonald