

Stevenson Memorial Hospital Meeting of Board of Directors

February 4, 2016

Physical Therapy Department

5:00 p.m.

In attendance:

Elected Directors: Alan Dresser, Board Chair; Darlene Blendick; Colleen Butler; Paul Edmonds; Wendy Fairley (via Go To Meet); Paul Heck; Robert Jurmalietis; Michael Martin; Catherine Morden; Jan Tweedy

Ex Officio Directors: Jody Levac, President & CEO; Ann Hamby, President SMH Auxiliary; Marg Barber, President SMH Foundation; Dr. Oswaldo Ramirez, Chief of Staff; Dr. Shazia Ambreen, President of Medical Staff

Staff: Jared Nolan, Corporate Communications

Guests: Kathy Stevenson, Manager, Quality & Risk; Jeff Kerk, Manager Paramedical Services

Regrets: John Murray; Dr. I. Khalil, Vice-President of Medical Staff; Terry Kuula, CFO; Shannon Landry, Vice President/Chief Nursing Officer;

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 Minutes

Circulated with the agenda were the minutes of January 7, 2016.

As there were no amendments to the minutes, the Chair declared the minutes accepted.

4. Board Accreditation

K. Stevenson and the Board discussed and addressed 3 further yellow flags of the Governance Action Plan in preparation for the November 2016 Accreditation.

5. Goal 1 – Safe, Quality Care

5.1. Patient Experience

There was no patient experience to share for this meeting.

5.2. Critical Incident Report

There were no new critical incidents to report.

5.3 Report of Quality Committee

Circulated with the agenda were the meeting minutes of January 12, 2016.

In addition to the minutes, J. Tweedy highlighted the following:

- A presentation on Enterprise Risk Management (ERM) will be provided to the Board at the March meeting.
- Stevenson is still in outbreak mode for Clostridium Difficile (C. Difficile) and is hoping to be out of the outbreak mode by mid-February assuming there are no other cases.
- Maintenance is undertaking a review of their Preventative Maintenance program and will be reporting back to the Quality Committee on the findings.

5.4 Report of President of Medical Staff

Dr. Ambreen advised that at the last meeting of the medical staff, discussion ensued on the Executive positions as well as the Hospital On-Call Coverage (HOCC). Next medical staff meeting is scheduled for later this month.

5.5 Report of Chief of Staff/Medical Advisory Committee (MAC)

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

- For the time being, Ophthalmology services will continue at Stevenson for 2016/17.
- MAC reviewed a document recently distributed by the College of Physicians & Surgeons of Ontario (CPSO) which provides interim guidance to health care providers around “Physician-Assisted Death.” This change in policy is currently in its early phases and more information will follow as policies and procedures rollout from the Ontario Hospital Association (OHA).
- The Professional Staff Medical Manpower Plan is in the process of being updated and will be shared with the Board in the future.

6 Goal 2 – Champions of Care

6.1 Report of Human Resources Committee

Circulated with the agenda were the minutes of December 15, 2016.

D. Blendick advised that she undertook an exit interview with Shannon Landry, VP/CNO, and has provided her report to the Board Chair and CEO.

7 Goal 3 – Power in Partnerships

7.1 Report of the Communication Committee

Circulated with the agenda were the meeting minutes of January 5, 2016.

In addition to the minutes, C. Morden highlighted the following:

- A new Corporate PowerPoint Template and internal Corporate Newspaper Template have been developed for the Hospital.
- Jim Wilson will be sending out a mailer to the catchment area asking individuals to sign the petition to support the Hospital's Redevelopment.
- Jody Levac will be providing a presentation to Probus next week.

8. Goal 4 – Finance

8.1 Report of Finance Committee

Circulated with the agenda were the meeting minutes of December 17, 2015 and January 21, 2016.

- **Financial Statements as at December 31, 2015**

P. Heck provided a finance presentation which highlighted a deficit of \$62,092 for the month of December and a year-to-date deficit of \$125K.

Contributing factor to December's deficit are increase in emergency visits; Clostridium Difficile (C-Diff) outbreak and continued costs which have negatively impacted the hospitals in the areas of staffing and supplies, and DI visits down due to the PACE Clinic referrals in Alliston.

Management has prepared a 10 week deficit reduction plan to balance the budget by March 31st; however there are still some unknowns about what could happen over the next few months.

- **Hospital Annual Planning Submission (HAPS) – Operating Budget**

P. Heck provided a high level presentation on the 2016-17 HAPS advising that it's a prudent budget which encompasses a reduction in revenue. Management has looked at closing gap with expenses which is very challenging when the majority of the budget is wages. Stevenson continues to be very streamlined organizing gapping positions, when possible, to achieve savings. Balancing the budget is imperative to improve cash flow, current ratio and optimize overall financial health. The goal of the Hospital is to continue to maintain quality patient care while balancing its budget and to continue to provide all of the high quality services that it currently provides. Following a meaningful discussion, the Board passed the following motion:

Motion: Moved by D. Blendick, seconded by M. Martin, CARRIED.

“That the Board of Directors accepts the recommendation of the Finance Committee and approves the 2016-17 Hospital Annual Planning Submission showing a surplus of \$49,723 at the bottom line (after amortization) and furthermore, direct the Board Chair and CEO to sign the Agreement.

All in favour. Motion passed.

- **Hospital Information System Project**

P. Heck provided a high level overview of the Hospital Information System (HIS) project. In January 2015, McKesson announced that many components of their HIS system would be sunset in March 2018. Stevenson is currently at Stage 2 of the Electronic Medical Record Adoption Model (EMRAM) and is looking to get to Stage 6. As a result, Stevenson is investigating different options to resolve its SMH solution as a result of the sunset system. P. Heck shared 3 options that are currently being reviewed by Management which will be presented in more details at a special Board meeting scheduled for February 11, 2016. It was noted that there will be financial implications, both capital and operational, to implement a new HIS.

At this point in time, J. Kerk left the meeting.

8.2 Report of Audit Committee

Circulated with the agenda were the meeting minutes of January 11, 2016.

The Audit Committee typically meets twice a year. One is a planning meeting for the upcoming audit and then the second meeting is to review the draft audited financial statements. The January 11th Audit Committee planning meeting went very well and it is expected that it will be a smooth and straightforward audit. It was noted that the Finance Department does considerable work in advance of the Auditors being on site in order to keep the audit time and costs down. At the meeting, both the Auditors and Management had an opportunity to meet with the Audit Committee, without each other in attendance, and there were no areas of concern expressed by either party.

The audited financial statements will be presented at the June Board meeting and then subsequently at the Annual General Meeting scheduled for June 14, 2016.

9. Other Committees

9.1 Report of Governance & Nominating Committee

Circulated with the agenda were the meeting minutes of January 15, 2016.

In addition to the minutes, C. Butler highlighted the following:

- **Policy IV-5 Approval and Signing Authority**

C. Butler highlighted the revisions and rationale for the changes to the above policy as circulated.

Motion: Moved by D. Blendick, seconded by J. Tweedy.

“That the Board of Directors accepts the recommendation of the Governance & Nominating Committee and approves Board Policy IV-5 – Approval and Signing Authority as presented.”

All in favour. Motion passed.

- **Board Vacancy Appointment**

The Interview Panel undertook extensive interviews of excellent candidates for the current Board vacancy. The Governance & Nominating Committee has endorsed the Interview Panel's recommendation to appoint Mike MacEachern. The other candidates interviewed will be appointed as Advisory Members on Board Committees.

Motion: Moved by M. Martin, seconded by R. Jurmalietis.

"That the Board of Directors accepts the recommendation of the Governance & Nominating Committee and appoints Mike MacEachern to the Board of Directors and his term will expire at the Annual General Meeting in June 2017."

All in favour. Motion passed.

Motion: Moved by P. Heck, seconded by R. Jurmalietis.

"That the Board of Directors accepts the recommendation of the Governance & Nominating Committee and appoints Mike MacEachern to the Finance Committee."

All in favour. Motion passed.

- **Appointment of Advisory Members to Board Committees**

In addition to the interviews held above for the vacant Board position, additional interviews took place with individuals to fill Advisory Member vacancies on Board Committees. The Governance & Nominating Committee has endorsed the recommendations of the Interview Panel appointing Advisory Members to Board Committees.

Motion: Moved by D. Blendick, seconded by M. Martin.

"That the Board of Directors accepts the recommendation of the Governance & Nominating Committee and appoints the following Advisory Members to the Stevenson Redevelopment Committee:

- *Younis Chughtai*
- *Robin Norcross*
- *Marie-Pierre Lussier*

pending a satisfactory police report."

All in favour. Motion passed.

Motion: Moved by P. Edmonds, seconded by R. Jurmalietis.

"That the Board of Directors accepts the recommendation of the Governance & Nominating Committee and appoints the following Advisory Members to Board Committees:

- *Kim Perryman – Communications Committee*
- *Derik McArthur – Human Resources Committee*

pending a satisfactory police report."

All in favour. Motion passed.

- **Amendment to Corporate Bylaws**

C. Butler advised that the Corporate Bylaws were reviewed in conjunction with the review of the Board policies and, as a result, there is one revision to the Corporate Bylaws reflecting that the Board uses Roberts Rules of Order instead of Kerr and King.

Motion: Moved by D. Blendick seconded by J. Tweedy.

“That the Board of Directors accepts the recommendation of the Governance & Nominating Committee to update the Corporate Bylaw Section 16.1 – Rules of Order to reflect the use of Robert’s Rules of Order.”

All in favour. Motion passed.

9.2 Report of Executive Committee

Circulated with the agenda were the minutes of January 6 and January 28, 2016.

10. Reports

10.1 Report of CEO

- A review of the Hospitalist Program will be undertaken, as well, Stevenson is looking at a new funding formula to make the program more financially feasible for the Hospital. The new model is expected to also improve patient and physician satisfaction.
- Congratulated Kathy Stevenson, who has been appointed the interim Chief Nursing Officer, effective February 29, 2016. Interviews will be conducted for this position later in February.
- Preparing for a presentation to Honda at their Head Office in February.
- Planning a media event at Stevenson with Jim Wilson around his petition to support the Hospital Redevelopment.
- In discussions with Southlake Regional Health Centre (SRHC) reviewing the Memorandum of Understanding (MOU).
- In February, will be meeting with the Central Local Health Integration Network (CLHIN) and the Ministry of Health & Long Term Care (MOHLTC) further to the MOHLTC’s December 24, 2015 letter requesting more information on the Hospital’s Stage 1 submission.

10.2 Report of the Auxiliary President

A. Hamby provided the following update:

- Volunteers will be helping with the hand hygiene audits in the Hospital.
- Two volunteers have been nominated for the Ontario Volunteer Award – Beryl Burroughs and Eleanor Storozuk – recognizing their many hours and years of volunteering.

10.3 Report of Foundation President

M. Barber provided the following update:

- At the last Foundation Board meeting, S. Landry provided a presentation on the staff and patient satisfaction results; well received by the Foundation Board.

- Board to Board Workshop held on January 14th was very successful. The Foundation will be reviewing the notes and will develop recommended action plans. When the Hospital's action plans are completed, a follow-up meeting will take place between the Hospital Boards to develop some strategies to ensure an effective Redevelopment.

10.4 Report of the Board Chair

A. Dresser provided the following update:

- Reminded the Board that they are all requested to financially support the SMHF Foundation in their fundraising efforts.
- Referenced the MOHLTC's White Paper: Patient First - A Proposal to Strengthen Patient-Centered Health Care in Ontario. This was issued in December 2015 and new legislation is expected this winter. The Board will be apprised as further information becomes available.
- Attended the recent CLHIN Board Chair and CEO meeting; discussion ensued around common issues faced by all the CLHIN Hospitals, e.g., Alternate Level of Care (ALC) patients, Hospital Information System, and capacity issues.

Motion: Moved by C. Butler, seconded by J. Tweedy.

"That the Board of Directors accepts all reports as presented."

All in favour. Motion passed.

At this point in time, Doctors Ramirez and Ambreen, M. Barber and A. Hamby left the meeting.

Motion: Moved by D. Blendick, seconded by R. Jurmalietis.

"That the Board moves to the in-camera session." All in favour. Motion passed.

Motion: Moved by D. Blendick, seconded by R. Jurmalietis.

"That the Board move back into the open session." All in favour. Motion passed.

The Board Chair advised that the following motions arose from the in-camera session:

Motion: C. Butler, seconded by P. Edmonds.

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

- ***five (5) new applications for medical staff; and***
- ***one (1) change in privileges for members of the medical staff."***

All in favour. Motion passed

Motion: C. Butler, seconded by C. Morden.

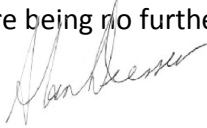
"That the Board accepts the recommendation of the Medical Advisory Committee to approve the Professional Staff reappointments for 2016."

All in favour. Motion passed

11. Next Meeting Date

The next regular Board meeting will be held on Thursday, March 3, 2016.
A special Board meeting will be held on Thursday, February 11, 2016 at 5:00 p.m.

There being no further business, the meeting adjourned.



Alan Dresser, Board Chair

Recording Secretary: Sharon Knisley