

Stevenson Memorial Hospital
Meeting of Board of Directors
October 3, 2013
Physical Therapy Department
5:00 p.m.

In attendance:

Elected Directors

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

Ex Officio Directors

Annette Jones, President & CEO; Shannon Landry, Vice President/ Chief Nursing Officer; Glenn Rae, President, SMH Foundation; Dr. Nancy Merrow, Interim Chief of Staff; Dr. Stephen Tomini, President of Medical Staff ; Dr. Izabella Kogan, Vice President of Medical Staff

Staff

Terry Kuula, Chief Financial Officer

Regrets:

Scott Anderson; Cory Jackman; Diane Munro, President SMH Auxiliary

Guests:

Jeff Kerk, Manager of Paramedical Services; Tommy West, My FM Radio Station

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 – Obstetrics Program Update

S. Landry provided a presentation on the OBS Four (4) Year Review – Recommendations Update, a copy of which is included in the minute book.

She provided an overview of the process that unfolded over the summer for the review of the Obs report that was presented to the Board in May. She then reviewed the recommendations along with associated potential savings that could be incurred to help reduce the costs in the Obs program. She noted that some of the recommendations have already been put in place to start to achieve the savings.

After a careful and thorough review of the financial data and occupancy rates, it has been determined that the Hospital needs to work towards a combined Medical/Surgical/Obstetrical unit to ensure that the Hospital can continue to operate efficiently. The consequent accounting, changes the way certain indirect costs are allocated of the Obs activity, by reducing the allocations to Obs. It is thought that this alternative allocation method is acceptable by the Ministry.

The Board accepted the Obs Report and next steps is for the recommendations to be further reviewed by the Hospital's Obstetrical Committee at their meeting in October 2013.

4. Roll Call on Summer/Fall Board Work Plan

The Board discussed the update on activities that have been worked on this fall with respect to the Board's work plan.

5. Minutes of the meeting held on September 5, 2013

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

"That the Board of Directors approves the minutes of September 5, 2013 as presented."

6. Goal 1 – Safe, Quality Care

6.1 Patient Experience

There was no patient story to present.

6.2 Critical Incident Report

There were no new critical incidents to report.

6.3 Report of Quality Committee

There was no meeting of the Quality Committee since the last Board meeting.

6.4 Report of President of Medical Staff

Dr. Tomini provided the following update:

- Community Physician Appreciation evening was held on September 19th was well attended. Dr. Richard Nishikawa as presented with the Dr. A. MacIntyre Award.
- Next Medical Staff Association meeting scheduled for October 23rd.

6.5 Report of Chief of Staff

Dr. Merrow referenced her written report circulated with the agenda and advised that the draft Professional Staff Bylaws will be sent out for physician consultation prior to being forwarded to the Governance & Nominating Committee for review.

7. Goal 2 – Champions of Care

7.1. Report of Human Resources Committee

Circulated with the agenda were the minutes of September 12, 2013.

D. Purvis advised that Stevenson, for the month of June and for the 2nd month in a row, has placed 4th out of 74 hospitals across Ontario in meeting its Pay for Results (P4R) targets. Due to new initiatives implemented in the Emergency Department (ED), Stevenson has done extremely well in reducing its PIA (Physician Initial Assessment) times and for the first time has beat the target of 2.5 hours (time to be seen by a physician in the ED).

Overtime continues to trend downward, however small spike in May, and Managers continue to monitor.

8. Goal 3 – Power in Partnerships

8.1. Report of the Communication Committee

Circulated with the agenda were the minutes of September 11, 2013 along with the Report of the Communication Specialist and Media Report.

C. Morden advised that the Committee will be developing a budget to request additional funds for Corporate Communications and the budget will be presented to the Board at a future meeting.

Two successful public information sessions on the Hospitalist Program were held in September to bring awareness to the program and address any community concerns and questions. Several questions were posed by individuals in attendance and they appeared satisfied with the information provided.

9. Goal 4 – Finance

9.1 Report of Finance Committee

Circulated with the agenda were the minutes of September 19, 2013.

- **Financial Statements as at August 31, 2013**

Distributed with the agenda were the September financial statements which produced a surplus of \$31,180 for the month of August and a year-to-date surplus of \$12,422.

- **Patient Transfer Costs**

M. Martin referenced the summary of the potential savings that could be achieved if Stevenson patients were re-directed. Further work still to be undertaken by Management on this review and it will be discussed at the next Finance meeting, e.g., average savings for re-direct for certain type of patients, in order to gain a better understanding of the costs that could be achieved. An update will be provided at the next Board meeting.

- **Hospital Service Accountability Agreement (H-SAA) Amending Agreement**
Circulated with the agenda was the draft H-SAA extension agreement for a further six months (from Sept 30th to March 31st, 2014) with the Central Local Health Integration Network's (LHIN) intention of finalizing and executing an H-SAA for the period April 1, 2014 to March 31, 2017.

Motion: Moved by M. Martin, seconded by A. Morris, CARRIED.

"That the Board of Directors accepts the recommendation of the Finance Committee to approve and have the Board Chair and CEO sign the Hospital Service Accountability Agreement for a 6 month extension."

- **Health Based Allocation Model (HBAM)**
The Central LHIN is investigating the feasibility of Stevenson being eligible for HBAM funding. To date, this information is still not available to the Hospital.

10. Goal 5 – Building the Best

10.1 Report of Future Health Care Centre Committee (FHCCC)

There was no meeting of the FHCCC since the last Board meeting. The FHCCC Sub Committee met to develop a response to the Central LHIN's 6 questions with respect to Schedule A submission. The response was submitted to the Central LHIN on Sept. 30th.

Next steps are for the FHCCC is to discuss community engagement and communications strategies.

The Board acknowledged the billboard posted on the front lawn of the hospital and requested that Board Directors be provided with talking notes on this matter to help promote the ED redevelopment.

10.2 Appointment of new Chair for FHCCC

Further to S. Anderson's resignation from the Board, it has been recommended by the Governance & Nominating Committee that David Purvis be appointed as Chair of the FHCCC. S. Anderson will remain as a community member on the FHCCC.

Motion: Moved by M. Martin, seconded by P. Edmonds, CARRIED.

"That David Purvis be appointed the Chair of the Future Health Care Centre Committee until the next Annual General Meeting (June 2014)."

11. Other Committees

11.1 Report of Governance & Nominating Committee

There was no meeting since the last Board meeting.

11.2 Report of Executive Committee

The report will be addressed in the in-camera portion of the Board meeting.

Motion: Moved by J. Tweedy, seconded by D. Purvis, CARRIED.

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

12. Reports

12.1 Report of CEO:

A. Jones provided the following update:

- Dr. Syndie Singer, a fully-trained comprehensive orthopaedic surgeon with a sub-specialty in foot and ankle procedures, has begun her outpatient practice and surgical cases at Stevenson.
- In response to a petition received by the Hospital, with respect to the Hospitals program, an additional Hospitalist Program information session has been scheduled for October 30th and letters of invitation have been sent to those who signed the petition; the session will also be open to anyone in the community who has any questions or concerns about the program.
- Referenced an article circulated to the Board for interest re Ministry is engaging the public further to an announcement of a provincial regulation to shift some hospital based services to private clinics.
- On October 9th, the Central LHIN is hosting an interactive session with Mr. Graham Scott re impact that hospitals are faced with in the current challenging environment as everyone works collectively to strengthen the delivery of services to meet the needs of communities and optimize resources.
- Provincially mandated Life or Limb No Refusal Policy, under the direction of Critical Care Services Ontario, is being rolled out. The Policy is designed to ensure that patients in Ontario with life or limb threatening conditions requiring urgent critical care within a four hour period will have access to appropriate care in a timely manner.

12.2 Report of the Auxiliary President

There was no report of the President of the Auxiliary as she was absent from the meeting.

12.3 Report of Foundation President

G. Rae referenced his written report circulated with the agenda and highlighted the following update:

- Recently recruited 2 new Directors to the Foundation leaving 1 vacant position on the Board.
- Donor Wall Recognition will be held on October 19th in the café.

12.4 Report of the Board Chair

J. Swinden provided the following update:

- In the process of conducting annual Board Director interviews.
- Attended the recent Central LHIN Board Chairs/CEO meeting; a focus of the meeting was on Health System Funding and Reform (HSFR). The meeting provided participants with an opportunity to discuss the HSFR model and identify key opportunity areas to focus additional funds, should they be made available to the system and Central LHIN.

12.5 OHA Health Care Conference

A. Dresser provided an overview of the Health Care Conference that M. Martin and himself attended in September which included speakers presenting on: health system integration and the continuum of care; ethic decision making framework for Boards; effective communication strategies to minimize reputational risk; strategic planning in meeting the challenges; Board self-assessment tool; Board succession planning; and emerging technologies of mobile health.

13. Other Business

13.1 Date of Joint SMH/SRHC Board Meeting

A joint Stevenson/Southlake Board meeting will be held on November 28, 2013. Further details will be provided as they become available.

13.2 Presentation to Dr. Nancy Merrow

J. Swinden, on behalf of the Board, gratefully thanked and extended sincere appreciation to Dr. Nancy Merrow during her appointment as interim Chief of Staff for her leadership, time and dedication in this role. The Board presented Dr. Merrow with a framed picture of the Hospital as a small token of appreciation.

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

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

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

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

The following motions were arising from the in-camera session.

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

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

- ***six (6) new applications for medical staff;***
- ***two (2) change of medical staff privileges; and***
- ***sixteen (16) renewal of temporary privileges for members of the medical staff."***

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

"That the Board of Directors accepts the resignation of Dr. A. Narine effective January 5, 2014."

MOTION: Moved by P. Farley, seconded by A. Dresser, CARRIED.

"That Dr. Oswaldo Ramirez is appointed by the Board of Directors to the position of Chief of Staff at Stevenson Memorial Hospital."

14 Next Meeting Date

The next Board meeting will be held on Thursday, November 7, 2013.

There being no further business, the meeting terminated at 9:00 p.m.



John Swinden, Board Chair

Recording Secretary: Sharon Knisley