

Stevenson Memorial Hospital Meeting of Board of Directors

December 4, 2014

Physical Therapy Department

5:00 p.m.

In attendance:

Elected Directors: David Purvis, Vice-Chair; Darlene Blendick; Colleen Butler; Harry Cassie; Paul Edmonds; Robert Jurmalietis; Michael Martin; Catherine Morden; John Swinden; Jan Tweedy

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

Staff: Terry Kuula, Chief Financial Officer

Guests: David Allen; Tom Tworzyanski, SMH Foundation

Regrets: Alan Dresser, Board Chair; Linda Edmonds, President SMH Auxiliary;

D. Purvis advised he would be chairing the Board meeting in Alan Dresser's absence. He welcomed guests and observers to the meeting which included some members of the Foundation and Hospital Staff.

1. Call to Order

D. Purvis called the meeting to order.

2. Conflict of Interest

D. Purvis 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 October 2, 2014.

At the recent Hospital/Foundation Joint Executive meeting, the Foundation requested if the Board's motion, from their October 2, 2014 meeting, regarding the redevelopment could be amended as follows:

“....Stevenson Memorial Hospital Management and the Stevenson Memorial Hospital Foundation to develop and implement a community engagement strategy.”

To Read:

“....Stevenson Memorial Hospital Management to work with the Stevenson Memorial Hospital Foundation to develop and implement a community engagement strategy”

C. Morden and D. Blendick, who moved and seconded the above motion at the October Board meeting, were in agreement with the amendment proposed by the Foundation.

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

“That the Board of Directors approve the minutes of October 2, 2014 as amended.”

4. Presentations

• **Community Engagement Presentation – David Allen**

D. Allen, a community member who sits on the Stevenson Redevelopment Committee, provided a presentation entitled “Community Engagement - Unlocking the Community’s Power to Further our Organizational Mission”, a copy of which is included in the minute book. It was previously presented to the Stevenson Redevelopment Committee (SRC).

D. Allen spoke to the 3 approaches to community engagement (information, consultation and active participation) and advised that the Hospital needs to be clear about the goals of the engagement effort, and the groups and communities we want to engage. He proposed to the Board 3 initial priority targets that should be a focus for the community engagement specialist. As part of the engagement process, the Hospital must include asking community members to specify their hospital-related concerns, identify areas that need action, and have the community become involved in planning, designing, implementing, and evaluating programs and facilities to promote and protect health and prevent disease.

D. Allen suggested that when the Hospital is hiring a community engagement specialist, the Hospital should consider hiring someone with proven experience in health care and government relations and it would be beneficial for the individual to have access to a multi-disciplinary team of specialists).

D. Purvis presented wording for a motion, as discussed at the recent SRC meeting, providing direction to Hospital Management to hire a community engagement consultant. One Director noted that the Board had previously provided sufficient direction to the Hospital CEO to proceed to hire a community engagement specialist further to a motion passed at the October Board meeting and questioned why a subsequent motion was being suggested providing the same direction. D. Purvis noted that the previous motion passed by the Board was very broad and this new motion included wording that would narrow the initial focus for the community engagement specialists, e.g., defined target comment audiences.

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

“That the Board of Directors recommends that the Management hire a Community Engagement Specialist immediately on contract, with the mandate to delineate and assess our communities and develop a community engagement plan with the initial emphasis on three defined target community audiences as presented.”

It was noted that one Director abstained from voting.

At this point in time, H. Cassie provided an update on a recent OHA Conference attended by himself, other Board Directors and Hospital Management. The conference focused on community engagement and covered the benefits and risks, of community and stakeholder engagement in the Ontario health care setting, role of executives in guiding engagement, and establishing or renewing policy and engagement frameworks in your organization.

The Hospital is working towards having the Stage 1 Proposal submitted to the Ministry with the goal for it to be approved by the Cabinet by January 2015.

- **Redevelopment Fundraising Update – Tom Tworzyanski**

T. Tworzyanski provided a presentation entitled “Implementation of the Redevelopment Campaign”, a copy of which is included in the minute book.

Since both the Hospital and Foundation Boards committed to the redevelopment project in 2012, T. Tworzyanski provided an update on work of the Foundation since that date and referenced at a high level the schedule of planning for the future. He discussed next steps for the Foundation which included defining the campaign, funding strategies, development of joint working groups between the Hospital and Foundation and other campaign resources (e.g., campaign manager, counsel and steering group).

Discussion ensued that the Hospital cannot advise the Foundation at this time on the cost and cash flow requirements regarding the planning stage of the redevelopment. M. Martin advised that the Hospital is working on this and will provide the information to the Foundation in the near future.

At this point in time, the Foundation guests left the meeting.

5. Goal 1 – Safe, Quality Care

5.1 Patient Experience

There was no patient story this month.

5.2 Critical Incident Report

No new critical incidents to report.

5.3 Report of Quality Committee

Circulated with the agenda were the minutes of November 4, 2014.

In addition to the minutes, D. Purvis highlighted the following items:

- (Healthcare Insurance Reciprocal of Canada (HIROC - the Hospital's insurer) provided a presentation focused on HIROC's claims trend and Stevenson's claims experience. Stevenson's claims frequency is decreasing however, average cost to resolve is rising, e.g., defense costs (legal and expert fees) and damages due to increasing legal costs.
- A presentation was provided on Medical Reconciliation which is the formal process in which staff work with the patients, families and healthcare providers to ensure that accurate and comprehensive medical information is communicated consistently across the entire spectrum of care.
- Stevenson will be implementing a Patient Advisory Council, composed of former patients, family members, community members and hospital staff. The purpose of the Council is to strengthen collaboration between patients, family members and the health care team to enhance the Hospital's ability to deliver the highest standard of safe, comprehensive and compassionate health care in order to achieve outstanding patient satisfaction.

5.4 Report of President of Medical Staff

Dr. Tomini advised that at the recent medical staff meeting, Hospital Finance provided a presentation on the new Health System Funding Reform (HSFR) - Health Based Allocation Model (HBAM) and Quality Based Procedures (QBP) in an effort to create awareness surrounding how the Hospital receives funding and areas that physicians can improve to help achieve financial success for the Hospital. Physicians were reminded about the importance of proper coding that is needed to ensure maximum funding.

5.5 Report of Chief of Staff

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

- Effective January 1, 2015, physicians who do not meet the criteria for chart completion will be considered for suspension per the Hospital Bylaws.
- Dr. Matt Myatt has been appointed the new Chief of Emergency effective April 1, 2015.

6 Goal 2 – Champions of Care

6.1 Report of Human Resources Committee

Circulated with the agenda were the minutes of November 13, 2014.

In addition to the minutes, D. Blendick highlighted the following:

- Referenced the Footwear Policy and excerpt on "Bare Below the Elbows" from the Dress Code Policy circulated with the agenda. The Ministry of Labour has been visiting hospitals and there have been incidents where staff have been charged for not adhering to the policy. This policy also applies to Board Directors. Any staff and volunteers visiting a patient care area (e.g., attending a departmental huddle) of the units must be bare below the elbows.

- Management Performance Plan – a revised and robust tool will be implemented for Managers (excluding senior leadership) who will now be entitled to performance pay assuming they meet their objectives and assuming the Hospital balances its budget.

7 Goal 3 – Power in Partnerships

7.1 Report of the Communication Committee

Circulated with the agenda were the minutes of November 12, 2014 along with the Report of the Communication Specialist and Media.

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

- Meltwater Media Reports –the Board advised they would like to continue to receive the daily media updates.
- Spokesperson or Ambassador? - C. Morden highlighted a handout circulated at the meeting, from the Board Chair, highlighting the importance of being an Ambassador of the Hospital and that the Board must speak similarly to grow the Hospital Brand. Further work is being undertaken by the Communications Committee around preparing talking points for key messages.

P. Edmonds provided an update on the Communication Engagement Network (CEN) advising that the Hospital now has 7 paid advertisers. Their adverts, including Hospital messages, will continuously rotate through the system, e.g., community engagement, information on the Foundation, hand washing, etc. The system will go live January 1st.

8. Goal 4 – Finance

8.1 Report of Finance Committee

Circulated with the agenda were the minutes of November 14, 2014.

- **Financial Results**

T. Kuula provided a finance presentation which highlighted a deficit of \$27K for the month of October and a year-to-date surplus of \$88K. Higher than expected costs this past month in overtime, sick time and supplies, some related to Ebola.

- **Health System Funding Reform (HSFR) Presentation**

T. Kuula provided a presentation on the HSFR advising that Stevenson is in its 3rd year of QBP funding and joined HBAM in April 2014. HBAM funding is based on two components – Actual Cost Per Weighted Case (ACPWC) vs. Expected Cost Per Weighted Case (ECPWC).

This year, funding for HBAM and QBP are revenue neutral, however for 2015/16 funding, it is expected that the Hospital may lose some funding (amount still to be determined by the Ministry). This is due to the Hospital's 2013/14 weighted cases being lower than anticipated and this data is now closed.

T. Kuula advised that a recovery plan to increase weighted cases is being developed and shared initiatives that will be put in place that will focus on lowering costs and increasing the 2014/15 weighted cases in order to increase funding in the future.

- **Broader Public Sector Accountability Act (BPSAA) – Attestation – 2014/15 Q1 & Q2**

Under the Broader Public Sector Accountability Act (Bill 168), hospitals are required to report semi-annually approval of the Attestation Form.

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

“That the Board of Directors accepts the recommendation of the Finance Committee to approve the Broader Public Sector Accountability Attestation Form for 2014/15 Q1 & Q2.”

- **Broader Public Sector Accountability Act (BPSAA) – Expense Report 2014/15/ Q1 & Q2**

Under the Broader Public Sector Accountability Act (Bill 168), hospitals are required to report semi-annually on Executives expenses. Circulated with the agenda were the 2014/15 – Q1 + Q2 expenses for the CEO; VP/CNO; CFO; and Chief of Staff.

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

“That the Board of Directors accepts the recommendation of the Finance Committee to approve the Broader Public Sector Accountability Act Attestation for 2014/15 Q1 & Q2.”

- **Electronic Medical Record Adoption Model (EMRAM)**

A presentation was provided by the Chief Information Officer (CIO) of the Information & Communication Technology (ICT) Collaborative that the Hospital belongs to and advised of Stevenson’s status in implementing an electronic health record. The current information technology (IT) provider has indicated that they cannot promise a solution to take the ICT Collaborative to EMRAM Level 6 by 2017/18 (Stevenson is currently at Stage 2 (2.1370) of 7 of EMRAM). The Hospital is looking at different options to consider moving forward as there are now options on the market that were not previously there.

- **Requested to Foundation – additional funding – Stevenson Redevelopment Project**

M. Martin advised that the Foundation previously approved a funding request from the Hospital for \$200K for planning, proposal and community engagement costs with respect to the redevelopment of the Hospital’s Emergency, Operating Rooms, Laboratory Services, and Diagnostic Imaging Services.

Hospital Management is working to develop cash flow requirements to fund the work necessary to develop and submit the Capital Stage 1 Redevelopment Proposal to the Ministry of Health & Long Term Care. As a result of the above, it is determined that approximately an additional \$435,400 will be required to complete the Capital Stage 1 Proposal to be submitted to the Ministry in September 2015.

Motion: Moved by M. Martin, seconded by J. Swinden, CARRIED.

“That the Board of Directors of Stevenson Memorial Hospital (SMH), having reviewed management’s summary of cash flow requirements to fund the work necessary to develop and submit the Stage 1 Redevelopment Proposal to the Ministry of Health & Long Care and the Central Local Health Integration Network, hereby approves an additional capital

funding request of \$435,400 from the Stevenson Memorial Hospital Foundation (SMHF) and directs the Board Chair to advise the SMHF in writing of our request. With the \$200,000 of capital funding previously requested for the redevelopment project, the total request is now \$635,400. The letter submitted to the SMHF will include a copy of the estimated cash flow requirements, by month, covering the 12 month period ending September 2015 as well as a copy of this resolution. It is noted that the amounts are based on the best estimates currently available to the hospital and have been developed with the assistance of the hospital's recently hired Project Manager, Bob Savage. SMH will undertake to advise the SMHF, on an ongoing basis, of any significant changes in the cash flow schedule."

At this point in time, C. Butler and G. Rae left the meeting.

9. Goal 5 – Building the Best

9.1 Report of Stevenson Redevelopment Committee

Circulated with the agenda were the minutes of November 12, 2014.

10. Other Committees

10.1 Report of Governance & Nominating Committee

Circulated with the agenda were the minutes of November 14, 2014.

- **Board Vacancies effective June 2015 Annual General Meeting (AGM)**

J. Tweedy advised that 4 Director's terms will expire in June 2015; 3 Directors have expressed an interest in their name to stand for re-election (3 year term); therefore, there will be 1 vacant (3 year term) Director position. The position will be advertised in the New Year.

- **Appointment of Board Director**

J. Tweedy advised that the Governance & Nominating Committee is recommending the appointment of Paul Heck, Advisory Council Member, to fill the currently vacant Board Director position.

Motion: Moved by J. Tweedy, seconded by M. Martin, CARRIED.

"That the Board of Directors accepts the recommendation of the Governance & Nominating Committee to appoint Paul Heck as a Board Director for a term to expire in June 2017; and

Furthermore, that Paul Heck be appointed to the Finance and Quality Committees as a Board Director."

- **Committee Terms of Reference**

Circulated with the agenda were the updated Terms of Reference for various Board Committees.

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

“That the Board of Directors accepts the recommendation of the Governance & Nominating Committee and approve the Terms of Reference for the following Board Committees: Finance, Human Resources, Quality and Stevenson Redevelopment Committee.”

- **Bylaw Amendments**

- **Board Policies**

Due to the lateness of the meeting, the above two items were deferred to the next meeting.

10.2 Report of Executive Committee

There were no minutes as the Executive Committee has not met since the last Board meeting.

Motion: Moved by J. Tweedy, seconded by P. Edmonds, CARRIED.

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

11. Reports

11.1 Report of CEO:

J. Levac advised that he has been working with the Project Manger engaged to prepare the Capital Stage 1 Proposal for submission to the Ministry of Health & Long Term Care by September 2015. He referenced a draft high level Gantt chart prepared which outlined the timeline for the development of the Capital Stage 1 Proposal.

11.2 Report of the Auxiliary President

There was no report as L. Edmonds was absent from the meeting.

11.3 Report of Foundation President

G. Rae referenced his written report circulated with the agenda and advised that he had nothing further else to report.

12. In Camera Session

Motion: Moved J. Tweedy, seconded by J. Swinden, CARRIED.

“That the Board moves to the in-camera session.”

Motion: Moved by M. Martin, seconded by J. Swinden, CARRIED.

“That the Board move back into the open session.”

New Applications

Motion: Dr. O. Ramirez, seconded by J. Swinden, CARRIED.

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

- ***three (3) new applications for medical staff; and***
- ***five (5) change in privileges for members of the medical staff.”***

13. Next Meeting Date

The next Board meeting will be held on Thursday, February 5, 2015.

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



David Purvis Board Vice-Chair

Recording Secretary: Sharon Knisley