



Joseph Brant Hospital
Board of Directors Meeting

Minutes of the meeting of the JBH Board of Directors held on September 28, 2016 at 3:00 pm at the HMFHC 3rd Floor Boardroom.

| | | | |
|-----------------|-----------------------------|--------------------------|------------------------------|
| PRESENT: | Kathryn Osborne, Chair | Michael Pautler | Dr. Wes Stephen |
| | Dominic Mercuri, Vice Chair | Mae Radford | Eric Vandewall |
| | Debra Carey | Brent Scowen | Cheryl Williams |
| | Don Cowan | Frank Whelan | |
| | Sylvia Leonard | Dr. T DeSantis (3:21 pm) | |
| STAFF: | Nancy Casselman | Mario Joannette | Michelle Sullivan (recorder) |
| | Christine Lowe | Dee Perera | Susan Wannamaker |
| REGRETS: | Bob Bosshard | David Dean | Robert Hamilton |
| | Paul Sharman | Jim Sweetlove | |
| GUESTS: | Anissa Hilborn | Young Lee, Deloitte | Greg Harpell, Deloitte |

1. **Call to Order**

The Chair called the meeting to order at 3:00 pm.

2. **Declaration of Conflicts**

There were no conflicts declared.

3. **Approval of Agenda**

The agenda was presented for approval. The Chair queried if there were any changes to the agenda.

It was,

Moved by: Frank Whelan

Seconded by: Debra Carey

That the agenda be approved as presented.

...CARRIED

4. **Approval of Previous Minutes**

The minutes of May 25, 2016 were presented for approval. The Chair queried if there were any changes to the minutes.

It was,

Moved by: Sylvia Leonard

Seconded by: Brent Scowen

That the minutes of May 25, 2016 be approved as presented.

...CARRIED

5. **Chair's Remarks**

The Chair welcomed the Board and thanked everyone for attending. Ms. Osborne indicated that she would have further remarks after the scheduled presentations.

6. **Join the J Campaign Update**

The Chair introduced Anissa Hilborn, President of the Joseph Brant Hospital Foundation. Ms. Hilborn shared the "Join the J" video that has been produced to promote the public launch of the Our New Era Capital Campaign and provided an update on the Community Event being held on Sunday, October 2nd at Spencer Smith Park.

The Chair asked for a motion to move to a closed session for the following presentation:

7. JBH Strategic Plan Update presented by Deloitte LLP

The presentation was pre-circulated with the agenda package. Young Lee and Greg Harpell joined the meeting. Mr. Lee provided an overview of the key inputs that informed the current state framework such as health system scan, analysis of LHIN and JBH data sets, interviews with peer CEOs and internal JBH leaders, discussion with JBH Leadership and Senior Team, physician and community partner engagements, online survey and strategy wallpaper. Mr. Lee then led a discussion with the Board regarding JBH's identified strengths and gaps and challenges as outlined in the report.

The following comments were captured during the discussion on strengths:

- Burlington Health Links looks at JBH as a leader in the sub-LHIN region
- A need to express the plan with realistic optimism
- Quality of care should equate to quality of caring
- These strengths have no end point as continuous improvement is never done

The following comments were captured during the discussion around gaps and challenges:

- Need help with bucketing the themes and observations
- 19-64 year old demographic important
- LHIN requested hospitals be senior friendly – specific strategies for mental health, primary care and seniors
- Need input from the physicians on mental health
- JBH has submitted a proposal to the LHIN to increase in-patient mental health beds from 16-32
- Ongoing challenges with demand for internal and external financial reporting
- Holistic view of people – people delivering care to people
- How do we close the gap between provider and patient
- Continue to move away from Provider-Centric mentality

Mr. Lee summarized the discussion and reported that the input would be incorporated into the package for the One Team Strategic Plan Steering Committee on October 5, 2016 and the Board Advance session on October 22, 2016.

Mr. Lee and Mr. Young left the meeting at 4:42pm.

The Chair requested for a motion to return to the open agenda.

It was,

Moved by: Frank Whelan

Seconded by: Debra Carey

...CARRIED

8. Summary of Action Items from Previous Minutes – May 25, 2016:

- D. Carey stated that the HRPCC Work Plan be adjusted to allow more time for review and processing of CEO and COS goals and objectives for 2017-18. Completed - N. Casselman
- D. Carey also stated that SLT succession planning be added to the HRPCC work plan in 2016-17. Completed - N. Casselman
- Meeting of members of the Board to review Directors Desk - Completed - M. Sullivan – The Chair remarked that she is pleased with the reorganization of the board portal to date but that further enhancement may be needed. She invited the Directors to provide feedback and/or suggestions by email to M. Sullivan with a copy to the Chair.
- Board Self-Assessment to include prior year data as comparator. Completed - M. Sullivan

9. Committee Chairs' Reports

Kathryn Osborne – Building & Facilities Committee

Nothing to further to report except to say the project is on time and on budget. A more detailed discussion of the project will be presented at a future board meeting.

Kathryn Osborne - One Team – Further to the facilitated discussion with Deloitte there is evidence of progress of the strategic plan. She reported that in October Deloitte will be engaging with the JBH Foundation, the Medical Advisory Committee and the Medical Staff Association to provide an opportunity to obtain input from these key stakeholders.

Michael Pautler – Governance & Nominating Committee

M. Pautler had nothing additional to report regarding the consent agenda items. He highlighted that the Board Work Plan, agenda item 11.a, was on the agenda for discussion and approval by the Board.

Sylvia Leonard – Quality Committee

Ms. Leonard had nothing additional to report.

10. Consent Agenda Approval

The Chair queried as to whether any member wished to have a specific item contained within the Consent Agenda as presented or removed for further discussion. There were no additional items removed for further discussion.

It was,

Moved by: Michael Pautler

Seconded by: Frank Whelan

That the Board of Directors approves all motions recommended by the Committees as contained within the open consent agenda.

...CARRIED

a. **Building & Facilities Committee**

The minutes of the September 12, 2016 meeting were presented for information

b. **Governance & Nominating Committee**

The minutes of the September 8, 2016 were presented for information and included the following attachments:

- Governance Recommendations Scorecard
- GNC Work Plan 2016-17
- GNC Terms of Reference 2016-17
- G-03 Code of Conduct
- G-03 Director Role Description
- Motions page

c. **One Team Strategic Plan Steering Committee**

The minutes of the June 27, 2016 and September 7, 2016 meetings were presented for information.

d. **Quality Committee**

The minutes of the September 9, 2016 meeting were presented for information and included the following attachments:

- QC Work Plan 2016-17
- QC – JBH Strategic Scorecard
- QC – Quality Improvement Report – Mental Health Rehabilitation 6SW Wellness House
- QC – Quality Improvement Report – Quality Patient Relations Risk and IPAC
- QC Terms of Reference 2016-17
- Motions page

11. New Business

a) Board Work Plan 2016-17

M. Pautler reported that the GNC had a discussion around the timing of the development of the committee work plans and suggests committees shift the timing of drafting of terms of reference and work plans for the next governance year from September to May/June. This shift in timing allows the current committee members to set the work plan for the new committee and provide opportunity before September for new members to provide input into both documents, thus ensuring work plans of the committees and the Board are ready for approval in September. S. Leonard reported that Quality Committee adopted the change and was reflected in the work plan.

M, Pautler noted that IRM must be included in the work plans of the committees with IRM accountabilities as per the IRM policy.

It was,

Moved by: Michael Pautler

Seconded by: Mae Radford

That the Board of Directors approves the Board Annual Work Plan for 2016-17 as presented.

...CARRIED

b) People & Processes

IAP Executive Summary

The report on construction activity was pre-circulated with the agenda package. Ms. Wannamaker reported the summary provides the overall status and performance assessment with respect to the pre-tower, new tower and post tower renovations, key milestones and key decisions required. Ms. Wannamaker highlighted that under Redevelopment Section 1.4 Financial is tracking yellow due to Post Construction Operating Plan negotiations. A meeting with the PCOP Branch is scheduled for the week of October 3, 2016.

IAP Deployment

The IAP Deployment briefing note and report were pre-circulated with the agenda package and highlights the organizational priorities required to enhance organizational readiness to support redevelopment, transition to the new tower, and support for ongoing excellence in delivering patient care. Ms. Wannamaker highlighted that out of the 72 initiatives underway, 65 are on track and 14 have reached completion.

N. Casselman reported that leadership competencies with regard to succession planning are currently under development.

D. Carey reported that that the initiative to manage agency use for sick time has been implemented however the date to be fully agency-free has been extended.

The Chair thanked the Senior Team for the detailed report.

LEAN Update

The JBH Lean Transformation Update dated September 2016 was pre-circulated with the agenda package. Ms. Wannamaker highlighted the 2016-17 key priorities and progress to-date for the transformation, categorized under the three tenets of Lean Management System and Culture; Lean Education and Capacity Building and Lean Improvement Initiatives and Impact.

12. Reports

a) President and CEO Report

The President and CEO Report was pre-circulated with the agenda package. Mr. Vandewall provided the following verbal update:

- A Code Black was issued on Sunday, September 25, 2016 when Joseph Brant Hospital was notified by the Halton Regional Police of a potential bomb threat. An extensive search of all floors and all buildings was conducted and no issues or concerns were found. An internal debriefing has been completed
- On September 6, 2016, the government filed Regulation 304/16 (Executive Compensation Framework) under the *Broader Public Sector Executive Compensation Act, 2014*. This Regulation sets out the process for determining the maximum amount of salary and performance pay that will be available for designated executives of designated employers, including public hospitals, as well as other parameters regarding other elements of the executives' compensation. The Regulation sets out requirements for written executive compensation programs to be developed by each employer and includes a compliance directive.
- We continue to work with the Ministry of Health on our Post Construction Operating Plan and Transition Funding requests. Negotiations as to final allocations related to transition, start up and medical-surgical bed increases and ICAT maintenance and support costs will be finalized this fall. JBH has secured \$1.905M in start-up and transition costs for 2016-17. Of this amount, \$817K will be audited at year end given its specific allocation to support Human Resources activities such as recruitment, training and orientation.

b) Combined Professional Practice Report

The Professional Practice Report: Dr. Wes Stephen and Cheryl Williams was pre-circulated with the agenda package. Ms. Williams provided the following verbal update:

- On September 22, 2016 an outbreak of VRE was declared on 4S and on 5W the next day. In total, 13 individuals colonized with VRE and 8 are still in hospital. IPAC precautions have been implemented.
- The Chair enquired if the outbreak was shared with the Foundation Board.

Dr. Stephen provided the following verbal update:

On September 9, 2016 the ICU completed its transition to a closed model. This model includes the establishment of a fully "intensivist dedicated" ICU. All patients requiring ICU care will have an intensivist as their "most responsible physician" (MRP) 24/7; 365 days per year with a co-management model with a consulting service. The change in physician model coincides with JBH's Redevelopment and Expansion project which includes a new ICU with 16 level 3 beds and 8 level 2 beds. This conversion to a closed model supports JBHs' quality and safety agenda. The 6 intensivists on staff at JBH do not receive the additional stipend for this additional work and speaks to the commitment of these individuals.

c) Medical Staff Association Report

Dr. DeSantis provided a verbal report and highlighted the following:

- The next MSA meeting is being held on October 13, 2016 and will include the MSA Executive Nominations. The current MSA Executive members have been canvassing and motivating the medical staff to get involved. Dr. Sowery is Secretary-Treasurer and may move into the Vice-President role. The nominations are for a President and Secretary-Treasurer. The Election date has not been confirmed.

13. Hospital Related

A report of media articles from June to September 2016 was provided to the Board for information.

14. Review of Actions Item from the Meeting

- Provide VRE outbreak update to the Foundation President.

15. Next meeting date

October 22, 2016 – Board Advance Session with Deloitte
 November 30, 2016 – Board of Directors Meeting

16. Adjournment

It was,

Moved by: Dominic Mercuri

That the meeting be adjourned at 6:00 pm.

Seconded by: Susan Wannamaker

...CARRIED

Kathryn Osborne, Chair

Michelle Sullivan, Recorder

Action Items:

| Item Description | Responsibility | Person Assigned to | Due Date | Comments |
|---|----------------|--------------------|------------|----------|
| Report VRE Outbreak to Foundation President | Management | E. Vandewall | Sept 28/16 | |
| | | | | |
| | | | | |

Attendance Tracking

| Members: | Sept 28/16 | Nov 30/16 | Feb 1/17 | Mar 29/17 | June 7/17 |
|------------------------|---------------|--------------|-------------|--------------|--------------|
| Kathryn Osborne, Chair | ✓ | | | | |
| Dominic Mercuri, Chair | ✓ | | | | |
| Bob Bosshard | X | | | | |
| Debra Carey | ✓ | | | | |
| Don Cowan | ✓ | | | | |
| David Dean | X | | | | |
| Robert Hamilton | X | | | | |
| Sylvia Leonard | ✓ | | | | |
| Michael Pautler | ✓ | | | | |
| Mae Radford | ✓ | | | | |
| Brent Scowen | ✓ | | | | |
| Frank Whelan | ✓ | | | | |
| Paul Sharman | X | | | | |
| Dr. T. DeSantis | ✓ | | | | |
| Dr. W. Stephen | ✓ | | | | |
| Eric Vandewall | ✓ | | | | |
| Cheryl Williams | ✓ | | | | |
| | | | | | |