



**Joseph Brant Hospital  
Board of Directors Open Meeting**

Minutes of the Open meeting of the **Board of Directors** held on **Wednesday February 1, 2017 at 3:00 pm** in the **HMFHC 3<sup>rd</sup> Floor Boardroom.**

<b>Present:</b>	Kathryn Osborne (C) Dominic Mercuri (VC) Bob Bosshard Wes Stephen, MD Debra Carey David Dean	Don Cowan Rob Hamilton Sylvia Leonard Mae Radford Richard Sowery, MD Michael Pautler	Brent Scowen Paul Sharman Frank Whelan Eric Vandewall Cheryl Williams
<b>Staff:</b>	Nancy Casselman Christine Lowe (recorder)	Mario Joannette	Dee Perera
<b>Regrets:</b>	Teresa DeSantis, MD	Susan Wannamaker	
<b>Guests:</b>	Henri Dekker, Redevelopment	Marilyn Bellows, Operational Readiness	

**1. Call to Order**

The Chair called the meeting to order at 3:05 pm. The Chair noted that regrets have been received from Dr. DeSantis and that Susan Wannamaker is away ill and the Board wishes her a speedy recovery.

**2. Declarations of Conflict**

The Chair queried if there were any declarations of conflict. – None declared

**3. Approval of Agenda**

The Agenda was amended to include Item 9.a Patient Flow Update – E. Vandewall, W. Stephen, C. Williams.

The Chair asked for a motion to approve the agenda as amended.

*It was,*

**Moved by:** Frank Whelan

**Seconded by:** Sylvia Leonard

*That the agenda of February 1, 2017 be approved as amended.*

...CARRIED

**4. Approval of Previous Minutes – November 30, 2016**

The minutes of November 30, 2016 were presented for approval. A housekeeping change was made to the minutes.

*It was,*

**Moved by:** Frank Whelan

**Seconded by:** Don Cowan

*That the minutes of November 30, 2016 be approved as amended.*

...CARRIED

## **5. Review of Action Items from Previous Minutes**

No additional items to report.

## **6. Chair's Remarks**

The Chair thanked the Board for reviewing the large Board package. Ms. Osborne noted that at the Governance review there was a recommendation to explore alternative ways to accomplish effective communication with the Foundation and to retire these positions from the Board roster. A task force was developed and it was determined that through regular Chair to Chair meetings and joint Board events the Hospital and Foundation can accomplish their goals. Effective January 2017, Jim Sweetlove, the Foundation's cross-appointee to the Hospital Board, and Dominic Mercuri, the Hospital's cross-appointee to the Foundation Board, each resigned their position. The Chair noted that GNC will be tasked making recommendations to the Board to amend the By-Laws as necessary.

Ms. Osborne attended a webcast through the OHA's Governance Center of Excellence with member Hospitals to review the comparable results from the December 2016 provincial Board survey. The results will be shared at the next GNC meeting.

## **7. Committee Chairs Reports**

### **David Dean (Finance Committee, Audit Committee)**

- No additional verbal report for Finance Committee.
- E. Vandewall commented on the signing authority policy and suggested an amendment to allow for CEO expenses to be approved by the Board Chair instead of the Board, which is the current practice. Going forward, revised policies will include a blackline version and a clean version for Board review.

### **Kathryn Osborne (Building & Facilities Committee)**

- No additional verbal report.

### **Michael Pautler (Governance & Nominating Committee)**

- A briefing note is attached that recommends the Directors utilize secure JBH email addresses effective March 27, 2017. IT will be in touch in the coming weeks to assist with setting up addresses and downloading apps onto laptops.

### **Sylvia Leonard (Quality Committee)**

- The Quality Committee participated in a significant amount of discussion on QIP. The Committee has been assured by staff that the scorecard continues to be monitored, and results reported to the Board and posted on the Hospital website.
- The Committee noted tremendous improvement to ALC numbers. JBH staff are commended for their work in this area.

## **8. Consent Agenda**

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

***It was,***

**Moved by:** Debra Carey

**Seconded by:** Rob Hamilton

*That the Board of Directors approve the motions recommended by the Committees as contained within the Open Consent Agenda with the amendment as noted to the Signing Authority Policy.*

...CARRIED

**a. Audit Committee – January 23, 2017**

The minutes of January 23, 2017 were presented for information and included the following attachments:

- AC – Motion Page to BOD
- AC – Minutes Jan 23-17
- Item a(i) – Redevelopment Compliance with BPS Guidelines
- Item 7a(i) – BPS Handout
- Item 7a(ii) – Healthcare Internal Audit – December 2015
- Item 7a(ii) – Internal controls memo
- Item 7b – Signing Authority Policy\_Jan18v1
- Item 7c – HIROC Coverage
- Item 7d – Non Audit Service Update
- Item 7d – Confirmation of independence for Governance Review
- Item 7e(i) – Legislative Compliance 2017
- Item 7e(ii) – Financial Statutory Declaration

The following motion was presented for approval:

**Motion 1**

That the Audit Committee recommends that the Board of Directors approve the new signing authority policy as presented.

**b. Finance Committee – January 23, 2017**

The minutes of January 23, 2017 were presented for information and included the following attachments:

- FC – Motion Page
- FC Jan 23-17 Draft Minutes
- Item 7.b CAPS Refresh and M-SAA Briefing Note.docx

The following motion was presented for approval:

**Motion 1**

That the Finance Committee recommends to the Board of Directors approval for the Hospital to submit a balanced 2017-18 Community Accountability Planning Submissions which will form the basis of the amended M-SAA Agreement for 2017-2018.

**c. Building & Finance Committee – January 16, 2017**

The minutes of January 16, 2017 were presented for information and included the following attachments:

- Item 7.c Briefing note on JBH Phase 1 CRP 01 09 17
- Item 7.d Construction\_Report\_Joseph\_Brant\_Hospital\_Burlington\_-\_Phase\_1\_Redevelopment

- Item 7.e Briefing Note on JBH CRP Contingency Report 113016-010917
- Item 7.e VE to 113016 – 010417
- Item 7.e Capital Redevelopment Project – Jan 2017 – Monthly Schedule Status
- Item 7.i BFC Briefing Note – ICAT Update Building and Facilities Committee Jan 16
- Item 8. JBH occupancy – move sequence schedule \_Compressed move-in\_Option\_C\_Post

**d. Governance & Nominating Committee – January 13, 2017**

The minutes of January 13, 2017 were presented for information and included the following attachments:

- GNC Motion Page January 13, 2017
- GNC Minutes Jan 13, 2017 draft (reviewed by Chair)
- Item 7.a Secure Email Addresses
- Board of Directors BN – Secure Email Addresses January 25 2017
- Item 7.b Board Administration Budget
- Item 7.c Board Policy Manual Toronto East General Hospital
- Item 7.c Board of Directors Policy Manual February 21 2014
- Item 7.d DRAFT In Camera Policy January 2017 (blackline version)
- Item 7.d DRAFT In Camera Policy January 2017 (clean version)
- Item 7.d Trillium Health Partners In Camera Policy
- Item 7.d JBH In-Camera Meetings Policy draft Miller Thomson deferred to Nov

The following motion was presented for approval:

**Motion 1**

That the Governance and Nominating Committee recommends to the Board of Directors that the JBH In-Camera Meetings Policy be approved as amended.

**e. Quality Committee – January 19, 2017**

The minutes of the January 19, 2017 meeting were presented for information and included the following attachments:

- QC Mins Jan 19-17 FINAL
- Item 7.a CSS Annual Quality Report
- Item 7.b Medical Affairs Annual Quality Report
- Item 7.d IRM Quality Risk update Jan 2017
- Item 7.e JBH Quality Framework Overview January 2017
- Item 7.g JBH Accreditation Update January 2017
- Item 7.h Strategic Scorecard 2016 for SLT Nov

**9. New Business**

**a. Patient Flow Update**

E. Vandewall noted that Management has sent periodic briefings to the Board about JBH's increase in flow, however Management requested an opportunity to provide a real-time update to the Board this evening given the high volume of patients and the sustainability of the flow challenges.

Mr. Vandewall noted that JBH is funded for 239 beds and has opened upwards of 308 to manage incoming patients. Staff have been managing well in terms of managing flow and discharging patients, however the Hospital is now looking at a graduated scope to meet

increased demand. This includes opening a unit on 4West, moving patients into the GIMRAC area, the cataract procedure area and PACU. Now Management is reviewing spaces considered unconventional to place new patients. These spaces are not ideal and will only be opened if the Hospital can operate safely and provide safe care to patients.

High acuity is not unique to JBH this is occurring in Hospital's across the GTA. JBH's challenges are unrelated to flu and are identified by increased complexity of patient needs.

JBH is operating daily command center meetings to discuss flow and notes the following items are under discussion when addressing pressures:

- The VRE outbreak is over.
- Some scheduled surgery has been cancelled and lists are reviewed daily up to 5 days in advance.
- Additional equipment has been brought in.
- Skill mix among nursing staff is becoming a challenge, and it takes time and effort to focus on maintaining a safe mix of staff.
- Staff are coming on days off and we need to support the team taking on many additional hours with no relief from the pressure.
- Daily reports are being sent to the Ministry and the LHIN with data being collected across the province.
- An escalation/risk priority list is being developed internally.

Management will continue to keep the board up to date, and the Hospital is looking at contingency measures into March 2017.

E. Vandewall will speak with A. Hilborn and S. Busby about flow pressures in the organization, consistent with the Board's intention to keep the Foundation informed on appropriate matters.

**ACTION: E. Vandewall**

The Chair thanked Mr. Vandewall, Dr. Stephen and Dr. Williams for their update.

**b. People & Processes**

i. IAP Executive Summary

The Integrated Action Plan summary dated January 2017 was pre-circulated with the agenda package.

There were no questions about the Integration Action Plan Summary.

ii. IAP Deployment

The IAP Deployment briefing note and plan dated January 2017 were pre-circulated with the agenda package.

There were no questions about the IAP Deployment.

iii. LEAN Update

The Lean Update to the Board January 2017 was pre-circulated with the agenda package.

There were no questions about the LEAN Update.

**c. Food Survey Results – November 30, 2016**

The Patient Food Experience Survey from November 30, 2016 was pre-circulated with the agenda package.

Ms. Perera thanked the Board for their feedback on the survey and provided an update on the results. The Hospital was aware of the challenges identified with food temperature and certain selections.

The Hospital will be engaging in further discussions with Compass re: heat and quality, and enlisting a dietitian going forward to test the food.

The Chair thanked Ms. Perera for her update.

**d. Redevelopment & Operational Readiness Update**

2 presentations were pre-circulated with the agenda package:

- BoD Redevelopment Presentation (final)
- BoD Operational Readiness Feb 2017 Final

The Chair welcomed Mr. Dekker and Ms. Bellows to the meeting.

Mr. Dekker gave a presentation on the status of the Redevelopment project. He noted the following during his presentation:

- The Hospital has been working with the City of Burlington, Burlington Transit and the Burlington Fire Department to allow for public transit and fire trucks (if required) to access the hospital through the ring road.
- The original 6 week move schedule has been compressed into 5 business days for patients to arrive in the new tower from the current building. This is considered a leading practice, and is better for patient safety.
- 70% of Furniture, Fixtures and equipment (FF&E) is complete for the tower
- The project is on time and on budget.

Mr. Dekker answered questions from the Board. The Chair thanked Mr. Dekker for his presentation.

Ms. Bellows gave an Operational Readiness presentation. She noted the following during her presentation:

- 2 major moves are planned in the coming weeks including Pharmacy and MACU/Special Nursery.
- The interim tower turnover date is June 27 and the patient move will occur on August 20.
- Training and orientation are a priority and it is an exciting time to engage with front line staff.
- A pre-occupancy evaluation as completed in late 2016 and post-occupancy will be submitted to the Ministry after the tower move. A majority of staff reported they were supportive of disruptions that occurred in the process of moving into the new tower.
- Competing priorities are identified as an organization-wide challenge.

The Chair thanked Ms. Bellows for her presentation.

*(Secretary's Note: Mr. Dekker and Ms. Bellows left the meeting.)*

**e. QIP 16/17 Progress Update and QIP 17/18 Planning Update**

The QIP 2017\_18 was pre-circulated with the Board package.

Dr. Williams noted the following during her presentation:

- The Quality Improvement Plan must be submitted to HQO and posted on the Hospital's website by April 1 annually as per the ECFAA. The QIP focuses on items that are considered a root cause of challenges in the system.
- For 17/18, JBH is proposing to remain focused on the priority indicators and aligning them to work already underway. There are 3 new indicators in 2017/18.
- This year, post-operative care will be included in patient engagement in addition to other approaches.

The Chair thanked Dr. Williams for her report.

**10. Reports**

**a. President & CEO Report**

The President and CEO Report was pre-circulated with the agenda package. Mr.

Vandewall noted the following items:

- JBH will meet with the Ministry of Health on Friday February 3 to discuss PCOP
- A number of budget advocacy strategies are underway, including the pre-Budget Advocacy Committee through the Ontario Hospital Association. The OHA has requested a 4.5% increase across Ontario for hospital funding.
- The Hospital and Foundation will host a gala in the new tower on June 29. Details will be provided as they become available.

**b. Professional Practice Report: Dr. Wes Stephen & Cheryl Williams**

The Professional Practice Report was pre-circulated with the agenda package. Dr. Williams and Dr. Stephen noted the following during their report:

- JBH's VRE outbreak is over, however there is still a significant isolation issue within the Hospital. The team has done a tremendous job to manage and implement new strategies to eliminate the outbreak.
- JBH is utilizing new technology including ultra violet lights to kill spores during the cleaning process. The Hospital has also moved to different cleaning products that are easier for staff to clean with.
- JBH is pleased to announce its first volunteer in the Mental Health wing. The volunteer, and any future volunteers, will be directly supported by staff and will participate in group meetings and patient programming.

**c. Medical Staff Association Report**

The MSA report was pre-circulated with the agenda package. Dr. Sowery noted the following during his report:

- The MSA continues to look to improve hospital/physician relations
- It has been identified that a high number of patients ask for their family physicians recommendation on receiving care at JBH, which is critical to the Hospital's reputation.

- The Doc Talks series continues into the spring, with proposed talks include governance, Public Hospitals Act, hospital/physician relationships, and healthy workplace

#### 11. Hospital Related/Communications

The following items were provided for information:

- Strategic plan communications and roll out Jan 24 2017
- Corporate Communications Media and Social Media Report January 2017
- Memo – Good News Story – Editorial Submission to the Burlington Post
- Provincial Healthcare News Stories Jan 2017

M. Joannette noted the following during his report:

- The Hospital received a good response to the State of the City video.
- The new tower strategic plan is a high level checklist and additional dates/leads/responsibilities and time frames will be presented at the next meeting.
- A high level overview of the Strategic Plan communications plan is included in the Board package. April 10 is the tentative launch date for new tower communications plan.

The Board screened the Redevelopment Update film that was viewed at the Mayor's State of the City Address on January 25, 2017.

#### 12. Other Business - none

#### 13. Review of Action Items from the Meeting

- E. Vandewall will speak with A. Hilborn and S. Busby about flow pressures in the organization – **E. Vandewall**
- The IRM document will be updated to incorporate system and internal stressors as well as impact on MH and wellbeing of physicians and staff – **E. Vandewall, S. Wannamaker**

#### 14. Adjournment & Next Meeting

The next meeting of the Board will be held on Wednesday March 29, 2017 at 3:00 p.m.

*It was,*

**Moved by:** Don Cowan

**Seconded by:** Bob Bosshard

*That the Board of Directors adjourn the Open meeting at 5:30 p.m.*

...CARRIED

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Kathryn Osborne, Chair

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Christine Lowe, Recorder



Action Items:

Item Description	Responsibility	Person Assigned to	Due Date	Comments
E. Vandewall will speak with A. Hilborn and S. Busby about flow pressures in the organization	Management	E. Vandewall	March 29, 2017	
The IRM document will be updated to incorporate system and internal stressors as well as impact on MH and wellbeing of physicians and staff	Management	E. Vandewall/S. Wannamaker	March 29, 2017	

Attendance Tracking

Members:	Sept 28, 2016	Nov 30, 2016	Feb 1, 2017	Mar 29, 2017	June 7, 2017
Kathryn Osborne, Chair	Yes	Yes	Yes		
Dominic Mercuri, Vice Chair	Yes	Yes	Yes		
Bob Bosshard	No	Yes	Yes		
Debra Carey	Yes	Yes	Yes		
Don Cowan	Yes	Yes	Yes		
David Dean	No	Yes	Yes		
Robert Hamilton	No	Yes	Yes		
Sylvia Leonard	Yes	Yes	Yes		
Michael Pautler	Yes	Yes	Yes		
Mae Radford	Yes	Yes	Yes		
Brent Scowen	Yes	Yes	Yes		
Frank Whelan	Yes	Yes	Yes		
Paul Sharman	No	Yes	Yes		
Dr. Teresa DeSantis	Yes	Yes	No		
Dr. Richard Sowery	n/a	Yes	Yes		
Dr. Wes Stephen	Yes	Yes	Yes		
Eric Vandewall	Yes	Yes	Yes		
Cheryl Williams	Yes	Yes	Yes		

Staff:	Sept 28, 2016	Nov 30, 2016	Feb 1, 2017	Mar 29, 2017	June 7, 2017
Susan Wannamaker	Yes	Yes	No		
Dee Perera	Yes	Yes	Yes		
Mario Joannette	Yes	Yes	Yes		
Nancy Casselman	Yes	Yes	Yes		
Christine Lowe (Recording)	Yes	Yes	Yes		
Michelle Sullivan (Recording)	Yes	-	-	-	-