

Board of Directors Open Meeting Minutes



Minutes of the Open Board of Directors meeting held on **Wednesday, April 25, 2018 from 3:00 p.m. until 6:20 p.m.**

Present: Kathryn Osborne, Chair Don Cowan Dr. James Rogers
Dominic Mercuri, Vice-Chair Dr. Amie Davis Dr. Richard Sowery
Debra Carey Rob Hamilton Paul Sharman
David Dean Mae Radford Frank Whelan
Atul Chandra Young Park Eric Vandewall
Michael Pautler Dr. Cheryl Williams

Staff: Nancy Casselman Mario Joannette May Chang
Gina DeVeaux, Recording Secretary

Regrets: Bob Bosshard

Guests: Cheryl Gustafson Dr. Steven Selchen Anissa Hilborn
Tracy King Anna Iacobelli Susan Busby
Steve Metham

1. Call to Order & Welcome

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

2. Declarations of Conflict

There were no declarations of conflict.

3. Approval of Agenda

The Chair requested a motion approving the following resolution:

THAT THE Board of Directors approve the agenda as presented.

It was,

Moved by: Young Park

Seconded by: Mae Radford

...CARRIED

4. Approval of Minutes

The Chair requested a motion approving the following resolution:

THAT THE Board of Directors adopt the Minutes of the February 7, 2018 and March 28, 2018 meetings as presented.

It was,

Moved by: Debra Carey

Seconded by: Rob Hamilton

...CARRIED

5. Chair's Report

The Chair welcomed May Chang, Interim Vice President. The Chair also congratulated Mae Radford on her nomination for Burlington's Best Senior of the Year Award.

(Dr. Steven Selchen and Cheryl Gustafson joined the meeting.)

6. Education Session

C. Williams introduced Cheryl Gustafson, Director Mental Health & Rehabilitation and Dr. Steven Selchen, Chief Department of Psychiatry. Ms. Gustafson and Dr. Selchen delivered the presentation *A Collaborative Process for Mental Health & Addictions System Change (PHAST)* with highlights including:

- Alignment of PHAST with the JBH Strategic Plan;
- Using PHAST to build the Burlington Addictions and Mental Health System;
- Prioritizing health through acute stabilization and transition using an innovative service delivery model with a clearly defined purpose, target outcomes, and future;
- PHAST responding to LHIN and Provincial System Priorities;
- PHAST guiding principles based on delivering what an individual actually needs through the phases of mental health to achieve wellbeing, rather than providing what is readily available system when the need arises;
- PHAST has a shared governance model that enables sustainable and accountability based decisions to support PHAST's multi-agency design for care;
- Evaluating the PHAST approach using a triple aim scorecard; and
- Sharing the good news story of the program with the community.

The Chair thanked Ms. Gustafson and Dr. Selchen for the presentation.

(Ms. Gustafson and Dr. Selchen left the meeting)

7. Action Items Review

All action items outstanding for this meeting were addressed.

8. Committee Reports

8.1. Quality Committee

Mae Radford, Quality Committee Chair, delivered the report.

8.2. Finance and Audit Committee

David Dean, Finance and Audit Committee Chair, delivered the report.

8.3. Governance and Nominating Committee

Michael Pautler, Governance and Nominating Committee Chair, delivered the report.

8.4. Building and Facilities Committee

Kathryn Osborne, Building and Facilities Committee Chair, delivered the report including a note that Management has successfully renegotiated the Redevelopment Project schedule with Ellis Don in order to achieve substantial completion date as August 20, 2018.

9. Consent Agenda

The Chair requested a motion to approving the following resolution:

THAT THE Board of Directors approve the motions contained in the Consent Agenda.

It was,

Moved by: Frank Whelan

Seconded by: Michael Pautler

...CARRIED

10. President and Chief Executive Officer Report

Eric Vandewall presented report of the President and Chief Executive Officer with highlights including:

- Presented Goals and Objectives under the Strategic Plan at the March Physician/Leadership Forum and received confirmation at the April meeting of the Forum;
- Strategic Plan deployment underway through development of Corporate Goals based on participatory brainstorming and engagement with physician and administrative leaders;
- Funding announcement of \$11.2M with net new funding of \$1M. HSAA conditions included the requirement for a 3rd Party review, management has verbally confirmed with the LHIN that the engagement of May Chang Consulting satisfies the LHIN's requirements in this regard;
- Continued engagement with Members of Provincial Parliament responsible for Burlington about the hospital's funding needs; and
- Updates on the capital campaign scheduled to close in August 2018.

11. Professional Practice Reports

Dr. Cheryl Williams and Dr. James Rogers reported on Professional Practice with highlights including:

- The Ontario College of Pharmacists recognized JBH as a role model for sterile compounding after their visit related to accreditation based on National Association of Pharmacy Regulatory Authorities model standards and the narcotic regulations;
- Increased patient warm transfers outside JBH;
- 2018 BeADonor campaign underway in support of the Trillium Gift of Lift Network;
- \$550K in funding allocated to physician-led critical care response;
- No GEMBA walks underway however the Lean Management System refresh is underway to ensure that the infrastructure is in place to support strategic metrics; and
- Acuity and the other contributing factors directing ambulances that transport patients to regional hospitals.

12. Medical Staff Association Report

Dr. Richard Sowery reported on the Medical Staff Association with highlights including:

- 2017/2018 is his final year in MSA leadership. He noted that Dr. Amie Davis will be stepping down from her role as MSA Vice-Chair;
- MSA themes during the previous 2 years were health and wellness, and engaging in communications with hospital leadership;
- Moving forward, there may be opportunities for the MSA to engage in advertising JBH services, continuing to develop relationships with hospital leadership, family physician outreach, and developing a robust MSA leadership succession plan; and

- The MSA continues to have challenges recruiting MSA relationship and suggested that physicians need a “compelling reason” to be involved in an administrative capacity.

Action Item:

- MSA to report on MSA Survey to the Board including a proposed list of principals used as the basis of MSA Roles and Responsibilities.

13. Communications and Public Relations Report

Mario Joannette reported on Communications and Public Relations with highlights including:

- JBH will adopt the OHA Hospitals Toolkit that includes key messaging. Other activities will include the following:
 - JBH will forward a letter to candidates;
 - No candidate forum is scheduled to be held at JBH;
 - JBH will make policy announcements as requested while remaining non-partisan;
- Internal communications circulated on subjects including the North Tower redevelopment and movies, the 2018 Accreditation Canada process, PHAST and other good news stories; and
- Successful Facebook Live events held by the JBH Foundation including *Bell Let's Talk Day* and *You're pregnant (or want to be). What's next?*

14. Strategic Deployment Update

Eric Vandewall reported on the Strategic Plan Update with highlights including:

- Strategic Direction 1: Quality and Safety
 - ED Wait Time Reduction
 - Timely Access to Care
 - Develop and Implement the Growth Plan (PCOP)
 - Implementation of JBH Redevelopment Plan
 - Medication Reconciliation
 - Workplace Violence Prevention
 - Financial Sustainability
- Strategic Direction: Culture of Caring
 - Culture & Behaviour Visioning and Measurement
 - Implementation of a LEAN Management System
 - Develop and Implement HR People Strategy
- Strategic Direction 3: Outstanding Care Experience
 - Engage Patients in Design of JBH's Services
 - Proactively Gather Patient Experience Feedback
 - Partnerships
 - Advance Teaching Mandate;
- Corporate Goals and Objectives underway and have been accepted by the Leadership Team, physicians, dyads and being cascaded to departments.

(Anissa Hilborn, Tracy King, Susan Busby, and Anna Iacobelli joined the meeting)

15. Join the J Campaign Update

Anissa Hilborn and members of the JBH Foundation presented an update on the Join the J Campaign. Lawn signs we left for Board Members to take home if appropriate.

(Anissa Hilborn, Tracy King, Susan Busby, and Anna Iacobelli left the meeting. Steve Metham joined the meeting.)

16. 2018 Accreditation Canada Process

Michael Pautler and Steve Metham provided feedback on the 2018 Accreditation Canada Survey completed by the Board at the February 7, 2018 meeting, noting that the most important actions will be the action plans to resolve and opportunities for improvement. Overall survey results were positive.

Action Item:

The Board to hold a future generative discussion about spheres of influence in healthcare and how to operate as an organization in such an environment.

17. Board Advance Update

Dominic Mercuri provided an update on planning in preparation for the May 5, 2018 Board Advance including:

- The planning group reviewed consulting proposals and selected the proponent most suitable to guide the Board and Management through reviewing the JBH culture and bringing the Strategic Plan to life; and
- 100% participation in the OGI Survey with results to be delivered at the Board Advance.

18. Financial Update

May Chang provided a financial update with highlights including:

- One-time funding reconciliation by the LHIN for incremental beds above the 256 base projected at \$1.04M;
- PCOP Funding of \$35.5M for a 6-year plan and \$6.7M in start-up/transition funding;
- 2017-18 incremental revenue forecast at \$11M, incremental expenses forecast at \$19.4M, and an overall best-case scenario forecast is a \$6.09M deficit with additional funding subject to ongoing discussions with the MOHLTC and LHIN;
- Surge bed funding will result in a funding increase in 2018/2019 if the government changes the reconciliation process;
- 2018-19 HAPS submission includes the deficit of \$11.4M as approved. A forecast going forward will be provided to reflect any new funds; and
- Management continues advocacy for additional funding.

19. Financial Statements

David Dean, Finance and Audit Committee Chair, withdrew the Motion presented to the Board on the basis that there is no legislative requirement for approval of interim statements by the Board.

20. Signing Authorities

May Chang provided an overview of the proposed update to the list of JBH signing authorities.

The Chair requested a motion approving the following resolution:

THAT THE Board of Directors authorizes the following signing officers of the Hospital, with the requirement of any two signatures on banking documents:

1. Chair of the Board
2. Vice Chair of the Board
3. VP Finance & Corporate Services, CFO
4. President/CEO
5. VP Patient Care Services and Chief Nursing Executive

It was,

Moved by: David Dean

Seconded by: Paul Sharman

...CARRIED

21. Review of Action Items from the Meeting

The Chair reviewed the following action items arising from the meeting as set out below.

22. Next Meeting

The next scheduled Board meeting will be held on June 6, 2018.

23. Adjournment

The Chair requested a motion adjourning the Open Board meeting at 6:20 p.m.

It was,

Moved by: Frank Whelan

Seconded by: Don Cowan

...CARRIED

Kathryn Osborne, Board Chair

Gina DeVeaux, Recorder

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ACTION ITEMS	Responsibility	Person	Due Date	Comment
1. The Board requested further feedback on what JBH intends to do with the results (action plan) of the Marshall Fenn Marketing Plan	Management	M. Joannette	June 6, 2018	
2. MSA to report on MSA Survey to the Board including a proposed list of principles used as the basis of MSA Roles and Responsibilities.	MSA	R. Sowery	June 6, 2018	
3. Generative discussion about spheres of influence in healthcare and how to operate as an organization in such an environment.	Board	Chair	2018/2019	

ATTENDANCE REGISTER OPEN BOARD MEETINGS						
BOARD MEMBERS *Chair **Vice-Chair	Jun 21, 2017	Oct 4, 2017	Dec 6, 2017	Feb 7, 2018	Apr 25, 2018	Jun 6, 2018
Kathryn Osborne*	Yes	Yes	Yes	Yes	Yes	
Dominic Mercuri **	Yes	Yes	Yes	Yes	Yes	
Bob Bosshard	Yes	Yes	Yes	Yes	No	
Debra Carey	Yes	Yes	Yes	Yes	Yes	
Atul Chandra	N/A	Yes	Yes	Yes	Yes	
Don Cowan	Yes	Yes	Yes	Yes	Yes	
David Dean	Yes	Yes	Yes	Yes	Yes	
Robert Hamilton	Yes	Yes	Yes	Yes	Yes	
Young Park	N/A	Yes	Yes	No	Yes	
Michael Pautler	Yes	Yes	Yes	Yes	Yes	
Mae Radford	Yes	Yes	Yes	No	Yes	
Frank Whelan	Yes	Yes	Yes	Yes	Yes	
Paul Sharman	Yes	Yes	Yes	Yes	Yes	
Dr. Amie Davis	Yes	Yes	Yes	Yes	Yes	
Dr. Richard Sowery	Yes	Yes	Yes	Yes	Yes	
Dr. Wes Stephen	Yes	N/A	N/A	N/A	N/A	
Dr. James Rogers	N/A	Yes	Yes	Yes	Yes	
Eric Vandewall	Yes	Yes	Yes	Yes	Yes	
Cheryl Williams	Yes	Yes	Yes	Yes	Yes	
STAFF	Jun 21, 2017	Oct 4, 2017	Dec 6, 2017	Feb 7, 2018	Apr 25, 2018	Jun 6, 2018
Nancy Casselman	Yes	Yes	Yes	Yes	Yes	
Mario Joannette	Yes	Yes	Yes	Yes	Yes	
Dee Perera	Yes	Yes	Yes	Yes	Yes	
Gina DeVeaux	Yes	Yes	Yes	Yes	Yes	