

Board of Directors Open Meeting Minutes



Minutes of the Open Board of Directors meeting held on **Wednesday, June 6, 2018 from 3:00 p.m. until 5:30 p.m.**

Present: Kathryn Osborne, Chair Don Cowan Dr. James Rogers
Dominic Mercuri, Vice-Chair Bob Bosshard 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: Mario Joannette May Chang Gina DeVeaux, Recording Secretary

Regrets: Dr. Amie Davis

Guests: Denise Cusson
*Teleconference

1. Call to Order & Welcome

The Chair called the meeting to order at 3:04 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: Mae Radford **Seconded by:** Debra Carey

...CARRIED

4. Approval of Minutes

The Chair requested a motion approving the following resolution:

THAT THE Board of Directors adopts the Minutes of the April 25, 2018 meeting as presented.

It was,

Moved by: Paul Sharman **Seconded by:** Frank Whelan

...CARRIED

5. Chair's Report

The Chair provided an update to the Board on the May 31, 2018 Chair-to-Chair meeting between the Board and the Foundation. The Chairs agreed that the Foundation Board would provide quarterly updates to the Hospital's Board.

The Chair reminded members to participate in the 'Join the J' campaign by completing thank you notes and arranging for installation of lawn signs where possible.

The Chair thanked Gina Deveaux for her service to JBH and the Board, and wished her well in her new opportunity.

Action Item:

1. Include quarterly reporting from the Foundation Board to the Hospital Board in 18/19 on the Work Plan

(Denise Cusson joined the meeting).

6. Education Session

C. Williams introduced Denise Cusson, Specialist, Process Improvement. D. Cusson delivered the presentation *Advancing our Lean Management System (LMS) to Support Strategy Deployment* with highlights including:

- Alignment 'from Bedroom to Bedside';
- The four Lean Management System key concepts of standard work, visual controls, daily accountability processes and leadership discipline;
- LMS principles of focusing on the process, stabilizing it, standardizing it, sustaining it, and improving it;
- The True North Metric includes the Strategy Room (3 walls in the strategy room) and LMS Steering Committee;

P. Sharman asked how the LMS model aligns with the traditional LEAN management strategy. The Chair questioned if a strategy has been seen in action. D. Carey asked for an example of a True North Metric. D. Cowan wondered how to approach the metrics in a sustainable way.

- D. Cusson noted the focus on the True North Metrics is based on existing strategic goals and objectives.

The Chair thanked D. Cusson for the presentation, and noted that her enthusiasm provides confidence to the Board about the LMS.

(D. Cusson left the meeting).

7. Action Items Review

All action items outstanding for this meeting were addressed.

8. Committee Reports

8.1. Governance and Nominating Committee

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

8.2. Finance and Audit Committee

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

8.3. Quality Committee

Mae Radford, Quality Committee Chair, delivered the report.

8.4. Building and Facilities Committee

Kathryn Osborne, Building and Facilities Committee Chair, delivered the report.

9. Consent Agenda

The Chair requested a motion to approve the following resolution:

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

It was,

Moved by: Michael Pautler

Seconded by: Frank Whelan

...CARRIED

10. President and Chief Executive Officer Report

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

- The Physician Leadership Forum received the department objectives specific to the programs. The programs have done excellent work in this regard with full support of physician leadership. JBH did not receive confirmation of its request made prior to commencement of the official provincial government election campaign; and
- Financial reporting indicates a revised deficit particularly attributed to outstanding ICAT funding of \$1.5M not yet disbursed by the MOHLTC to the hospital.

11. Professional Practice Reports

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

- Expanded physician resources to have two intensive care physicians available 24/7; and
- Critical care response team led by an intensive care physician for that role, received an extra \$500K to do so. Now functioning on par with other hospitals in Canada.

12. Communications and Public Relations Report

Mario Joannette reported on Communications and Public Relations, and delivered the presentation *JBH Marketing – Branding Initiative Plan* with highlights including:

- The reasoning for developing a marketing – branding initiative plan is to highlight the transformation at JBH, Leger market research and tackle the hospital visitation decline;
- The marketing strategy approach is to create and foster brand affinity between the Burlington community and JBH to change the perceptions of JBH, increase visitation and align with JBH’s vision as outlined in the Strategic Plan;
- Brand affinity will be created and fostered through Brand Experience Design, focused around patient-facing touch-points;
- Task force develops high-level road map for the Brand Experience Design Initiation, and Women’s Health has been identified as an ideal test candidate;
- The Brand Experience Design will identify issues to be addressed, build an action plan to create improved patient experience to address the issue, ensure alignment with the Foundation, and uses learning from the test campaign to roll-out to other areas of the Hospital;
- Brand Experience Action process is composed of two phases. Phase 1 includes engaging internal stakeholders, researching the community, ideation, formation of a prototype to be validated and refined, and planning for implantation. Phase 2 is the execution;
- Focusing on women’s health as a marketing area because decline in visits related to breast cancer diagnosis and treatment because the experience in other hospitals is holistic (i.e. guided experience) rather than patients at JBH having to find their own way through the

system. Labour and delivery is the next step, along with a focus on the Emergency Department; and

- Refining the user the patient/family/community member experience to ensure that JBH is the preferred hospital, even when other facilities can deliver the same service, because the experience “feels” better.

13. Business Intelligence Tool

May Chang delivered the *Business Intelligence Strategy* presentation, with highlights including:

- Business intelligence is an advanced technology solution that links clinical, operational, and financial data across JBH to provide critical insights and reports;
- BI helps JBH provide the right care, to the right patient, at the right cost to ensure sustainable growth;
- The mode transforms data into usable information and knowledge;
- BI Clinical Dashboard is easily accessible to all JBH authenticated users via the JBH Intranet. The tool provides easy visibility to ‘near real time’ organizational pressure points;
- Goal is to develop a BI portal integrating multiple data sources to provide a common platform for standardized information;
- Development and implementation of the BI portal was a main priority during the 2017/18 fiscal year. Corporate Launch of the Clinical Dashboard occurred in April, and there has been continuous evolution of data modelling, testing and data validation along with training and support for users;
- Feedback for the Clinical BI Dashboard tool has been overwhelmingly positive from staff;
- Next steps for the BI Dashboard application include expansion into clinical, financial, people and quality and safety;
- Following the launch of the BI Clinical Dashboard, the 2018/19 fiscal year will focus on expanding the Dashboards available;
- Strategy Dashboard will be based on the True North Timelines;
- The IT Team prioritizes software and data updates for the application;
- Engaging physicians and other clinical staff to develop and improve the application; and
- Future reporting on BI tool’s integration with the work of the organization by the future CFO/ EVP Corporate Administration.

14. Financial Update

M. Chang provided a financial update with highlights including:

- JBH ended the 2017/18 fiscal year with a deficit of \$5M, which is a reduction over prior reporting;
- The expenses are higher than budget by \$20.1M;
- Redevelopment substantial completion is the biggest change to significance of the financial statements moving forward;
- Bank indebtedness is \$11M;
- Operations compared to previous year and PCOP tracking;
- Capital
- HSAA performance
- Strategic Vision to achieve financial sustainability;
- 2018/19 budget; and
 - Surge funding announced May 8, 2018 with 60% confirmed and 40% to be given after the provincial election;

- Consideration of other assumptions result in a revenue decrease;
 - Expense assumptions remain the same as 2017/18;
 - The projected deficit decreases to \$4.58M but is dependent on ICAR funding;
 - Surplus planning;
 - Increased volumes;
 - Reduced costs; and
 - Growth.
- Working towards 25th to 50th percentile of weighted case expenses. Hopeful that surplus can be achieved, by earning PCOP without increasing costs; and
 - Implementing a hiring strategy to meet staffing requirements and significantly reduce agency usage and expenses.

(Dr. Richard Sowery joined the meeting at 4:49 p.m.)

15. Audited Financial Statements

David Dean, Finance and Audit Committee Chair, and M. Chang presented the Audited Financial Statements for the year ended March 31, 2018.

The Chair noted that while the Auxiliary is reflected in notes to the Financial Statements as a related entity, as well as Foundation, JBH considers the Auxiliary as a part of the Corporation.

The Chair requested a motion approving the following resolution:

THAT THE Board of Directors recommends the Audited Financial Statements of Joseph Brant Hospital for the year ended March 31, 2018 be approved as presented.

It was,

Moved by: David Dean

Seconded by: Paul Sharman

...CARRIED

16. Appointment of Auditors

The Chair requested a motion approving the following resolution:

THAT THE Board of Directors recommends that KPMG LLP, Chartered Professional Accountants be appointed as Auditor for Joseph Brant and affiliates for the 2018/19 fiscal year, ending March 31, 2019.

It was,

Moved by: David Dean

Seconded by: Frank Whelan

17. GNC Nominations Report

Michael Pautler, Governance and Nominating Committee Chair, presented the GNC Nominations Report to the Board. In his report, he noted:

- The Governance and Nominating Committee conducted a thorough and robust recruitment process to identify suitable candidates based on the expertise required;
- Barbara Elliot and Anjlee Patel have been identified as candidates for Directors.

The Chair requested a motion approving the following resolution:

THAT THE Board of Directors recommends the GNC Nominations Report for approval as

presented.

It was,

Moved by: Michael Pautler

Seconded by: Debra Carey

...CARRIED

18. MSA Report

Dr. Richard Sowery reported on MSA with highlights including:

- Completion of 12 surveys by MSA, from which a narrative was compiled;
- Dr. Amie Davis is stepping down from MSA, and the MSA is looking for a new president;
- There are external factors that influence morale and participation on the MSA;
- Dr. Ajay Manjoo will be the new Vice-President of the MSA.

The Chair thanked Dr. Richard Sowery for his service, noting this is his last Board meeting.

19. Review of Action Items from the Meeting

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

20. Next Meeting

The next scheduled meeting of the Board will be on June 20, 2018.

21. Adjournment

The Chair requested a motion adjourning the Open Board meeting at 5:30 p.m.

It was,

Moved by: Frank Whelan

Seconded by: Rob Hamilton

...CARRIED

Kathryn Osborne, Board Chair

Gina DeVeaux, Recorder

June 6, 2018 Minutes
Board of Directors Open Meeting

| ACTION ITEMS | Responsibility | Person | Due Date | Comment |
|--|----------------|----------------|-----------|---------|
| 1. Include quarterly reporting from the Foundation Board to the Hospital Board in 18/19 on the Work Plan | Foundation | Anissa Hilborn | 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 | Yes |
| Dominic Mercuri ** | Yes | Yes | Yes | Yes | Yes | Yes |
| Bob Bosshard | Yes | Yes | Yes | Yes | Yes | Yes |
| Debra Carey | Yes | Yes | Yes | Yes | No | Yes |
| Atul Chandra | N/A | Yes | Yes | Yes | Yes | Yes |
| Don Cowan | Yes | Yes | Yes | Yes | Yes | Yes |
| David Dean | Yes | Yes | Yes | Yes | Yes | Yes |
| Robert Hamilton | Yes | Yes | Yes | Yes | Yes | Yes |
| Young Park | N/A | Yes | Yes | No | No | Yes |
| Michael Pautler | Yes | Yes | Yes | Yes | Yes | Yes |
| Mae Radford | Yes | Yes | Yes | No | No | Yes |
| Frank Whelan | Yes | Yes | Yes | Yes | Yes | Yes |
| Paul Sharman | Yes | Yes | Yes | Yes | Yes | Yes |
| Dr. Amie Davis | Yes | Yes | Yes | Yes | Yes | Yes |
| Dr. Richard Sowery | Yes | Yes | Yes | Yes | Yes | Yes |
| Dr. Wes Stephen | Yes | N/A | N/A | N/A | N/A | N/A |
| Dr. James Rogers | N/A | Yes | Yes | Yes | Yes | Yes |
| Eric Vandewall | Yes | Yes | Yes | Yes | Yes | Yes |
| Cheryl Williams | Yes | 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 | N/A |
| Mario Joannette | Yes | Yes | Yes | Yes | Yes | Yes |
| Dee Perera | Yes | Yes | Yes | Yes | Yes | Yes |
| Gina DeVeaux | Yes | Yes | Yes | Yes | Yes | Yes |