



Joseph Brant Hospital
Board of Directors Open Meeting

Minutes of the Open meeting of the **Board of Directors** held on **Wednesday June 7, 2017** at **3:00 pm** in the **HMFHC 3rd Floor Boardroom**.

Present:	Kathryn Osborne (C) Dominic Mercuri (VC) Bob Bosshard Wes Stephen, MD Debra Carey David Dean	Don Cowan Rob Hamilton Mae Radford Brent Scowen Paul Sharman Richard Sowery, MD	Michael Pautler Frank Whelan Eric Vandewall Cheryl Williams
Staff:	Nancy Casselman Gina DeVeaux (recorder)	Mario Joannette	Dee Perera
Regrets:	Sylvia Leonard	Teresa DeSantis, MD	
Guests:	John Yardley		

1. Call to Order

The Chair called the meeting to order at 3:00 pm. The Chair noted regrets from Sylvia Leonard and Dr. Teresa DeSantis who were not in attendance.

2. Declarations of Conflict

The Chair queried if there were any declarations of conflict and there were none declared.

3. Approval of Agenda

The Chair asked for a motion to approve the Agenda.

It was,

Moved by: Michael Pautler

Seconded by: Rob Hamilton

That the agenda of June 7, 2017 be approved as presented.

...CARRIED

4. Approval of Previous Minutes – March 29, 2017

The minutes of March 29, 2017 were presented for approval.

It was,

Moved by: Debra Carey

Seconded by: May Radford

That the minutes of March 29, 2017 be approved as presented.

...CARRIED

5. Review of Action Items from Previous Minutes

There were no action items from previous minutes outstanding.

6. Chair's Remarks

The Chair thanked the Board for their attendance and welcomed Gina DeVeaux who assumed the temporary role of Governance Coordinator in Christine Lowe's absence. The Chair advised that she would send a congratulatory note to Ms. Lowe on behalf of the Board. The Chair

acknowledged changes in Board governance processes and thanked the Board for their patience. She confirmed that Ms. Leonard and Mr. Scowen expressed their intention to resign from the Board at the end of the 2016-2017 Board year as a result of unanticipated changes in their availabilities. The Chair congratulated Susan Wannamaker, former Senior Vice-President, on her appointment to a new role in British Columbia. Susan Wannamaker expressed excitement about the move and the positive feedback she has received from her time at Joseph Brant. The Chair thanked the entire Senior Leadership Team for their work on redevelopment, strategic planning, new approaches to CEO/COS leadership assessment, surge, financial challenges and executive compensation.

7. Committee Chairs' Reports

David Dean (Finance Committee, Audit Committee)

Mr. Dean had no verbal update on the work of the Finance Committee, nor of the Audit Committee, in addition to the Committee Minutes as circulated under the Consent Agenda.

Kathryn Osborne (Building & Facilities Committee)

Ms. Osborne provided a verbal update to the Board on the activities of the Committee since the last Board meeting, and in addition to the Committee Minutes circulated under the Consent Agenda:

- The Redevelopment Project continued to be on budget, and on time with no significant changes to report, since the meeting of March 29, 2017;
- Operational readiness activities were on schedule with no issues outstanding as a result of staff changes;
- The Committee's 2017-2018 work plan will remain the same as the 2016-2017 and will continue to focus on redevelopment; and
- All 3 Community Representatives wished to stay on until completion of the project.

Michael Pautler (Governance & Nominating Committee)

Mr. Pautler provided a verbal update to the Board on the activities of the Committee since the last Board meeting, and in addition to the Committee Minutes circulated under the Consent Agenda:

- The Committee commenced a recruitment cycle to fill two vacancies that will be left after the retirement of Ms. Leonard and Mr. Scowen;
- The target date for electing new directors to the Board before the end of September, 2017; and
- The expertise targeted in the recruitment ad included information technology, customer service, and law.

The Chair noted that there is flexibility surrounding the orientation date for the Board. August 17, 2017 was originally proposed however will likely be rescheduled to accommodate the move into the New Patient Tower.

Mae Radford (Quality Committee)

In the absence of the Quality Committee Chair, Ms. Leonard, the Quality Committee Vice-Chair Ms. Radford provided a verbal update to the Board on the activities of the Committee since the last Board meeting, and in addition to the Committee Minutes circulated under the Consent Agenda:

- Members of the Committee participated in an Ontario Hospital Association webinar held on June 2, 2017; and
- The primary item on the Committee's prior agenda was the scorecard review included under the Consent Agenda for the Board's reference.

8. Consent Agenda

The Chair queried whether any member wished to remove any items from the Consent Agenda. There were no items identified for removal.

It was,

Moved by: Frank Whelan

Seconded by: Paul Sharman

That the Board of Directors approves the following motions recommended by the Committees and contained within the Open Consent Agenda:

Audit Committee

The minutes of April 11, 2017 and May 25, 2017 were presented for information and included the following attachments:

- AC – Motion Page
- AC – Minutes Apr 11-17 Final
- AC – May 25, 2017 Minutes DRAFT
- AC – Financial Declaration
- AC – Hospital Remittances Briefing Note.doc
- AC – BPSAA Motion Page
- AC – BPSAA Compliance Reporting
- AC – Audited FS Motion Page
- AC – 2017 JBH Draft FS Revised May 30 2017
- AC – AFR Draft – 5.12.17

The following motions were presented for approval:

Motion 1

That the Audit Committee recommend to the Board of Directors approval of the 2016-2017 Audit Work Plan;

Building and Facilities Committee

The minutes of April 11, 2018 and May 9, 2017 were presented for information and included the following attachments:

- BFC Motions Page
- BFC Minutes May 9 2017 Draft (approved by Chair)
- BFC Minutes April 11, 2017
- BFC Terms of Reference Motion Page
- Item 11. BFC Terms of Reference 2016-2017 (blackline version)
- Item 11. BFC Terms of Reference 2016-2017 (clean version)
- Item 7.a.i Briefing note on JBH Phase 1 CRP 05 01 17
- Item 7.a.iii Briefing note on JBH CRP Contingency Report 033117 – 043017
- Item 7.a.vi BFC ICAT Briefing Note Apr 2017 FINAL
- Item 9. BFC Operational Readiness Briefing Note Apr 2017 FINAL
- Item 10. BFC Motion Page May 9, 2017 (BFC Work Plan)
- Item 10. Draft Building and Facilities Work Plan 2017-18 (blackline version)
- Item 10. Draft Building and Facilities Work Plan 2017-18 (clean version)

The following motions were presented for approval:

Motion 1

That the Building and Facilities Committee recommend to the Board of Directors approval of the 2016-2017 BFC Terms of Reference;

Motion 2

That the Building and Facilities Committee recommend to the Board of Directors approval of the 2017-2018 BFC Work Plan;

Finance Committee

The minutes of May 25, 2017 were presented for information and included the following attachments:

- FC – Motions Page
- FC – May 25, 2017 Minutes DRAFT
- FC – Trust AUD FS
- FC – JBH Aux Draft audited Statements
- FC – M-SAA Motion Page
- FC - MSAA Schedule G
- FC – M-SAA Declaration of Compliance
- FC – YE Financial Statements Motion Page
- FC – CFO Report Year-end
- FC – Balance Sheet at Mar 2017
- FC – Clinical Activity Report
- FC – Statements of Operations Mar 2017
- FC – MOH QBP Funding Variance

The following motion was presented for approval:

Motion 1

That the Finance Committee recommend to the Board of Directors approval of the 2016-2017 Finance Work Plan;

Governance and Nominating Committee

The minutes of April 13, 2017 and May 11, 2017 were presented for information and included the following attachments:

- GNC Motions April 13, 2017
- GNC Minutes April 13, 2017
- Item 7. Briefing Note – Committee Structure Review April 6, 2017
- Item 7.a Board of Directors Minutes Open Meeting May 29 2013 (blackline page 4)
- Briefing Note – Governance Policies for Decision April 6, 2017
- G-02 Chair and Vice-Chair Selection Process (blackline version)
- G-02 Chair and Vice-Chair Selection Process (clean version)
- G-12 Governor and Citizen Rep Recruitment (blackline version)
- G-12 Director and Citizen Rep Recruitment (clean version)
- G-15 Political Donations (blackline version)
- G-15 Political Donations (clean version)
- G-18 Statement of Board Roles and Responsibility (blackline version)
- G-18 Statement of Board Roles and Responsibility (clean version)

The following motions were presented for approval:

Motion 1

That the Governance and Nominating Committee recommend to the Board of Directors that the Naming Privileges Committee be disbanded effective immediately;

Motion 2

That the Governance and Nominating Committee recommend to the Board of Directors that G-02 Chair & Vice-Chair Selection Process Policy be approved as presented;

Motion 3

That the Governance and Nominating Committee recommend to the Board of Directors that G-04 Conflict of Interest Policy be approved as amended;

Motion 4

That the Governance and Nominating Committee recommend to the Board of Directors that G-12 Director and Citizen Member Recruitment Policy be approved as amended;

Motion 5

That the Governance and Nominating Committee recommend to the Board of Directors that G-15 Political Donations Policy be approved as presented;

Motion 6

That the Governance and Nominating Committee recommend to the Board of Directors that G-18 Statement of Board Roles & Responsibilities Policy be approved as presented;

Motion 7

That the Governance and Nominating Committee recommend to the Board of Directors that G-08 Email Voting Policy be approved as presented;

Motion 8

That the Governance and Nominating Committee recommend to the Board of Directors that G-09 Engaging Independent Advisors Policy be approved as presented;

Motion 9

That the Governance and Nominating Committee recommend to the Board of Directors approval of the JBH Administrative By-Laws as presented;

Motion 10

That the Governance and Nominating Committee recommend to the Board of Directors approval of the June 21, 2017 Annual General Meeting Agenda as presented; and

Motion 11

That the Governance and Nominating Committee recommend to the Board of Directors approval of the 2017-2018 GNC Work Plan.

Quality Committee

The minutes of May 18, 2017 were presented for information and included the following attachments:

- QC Minutes May 18-17 Draft
- QC – Annual Quality Report – Pharm-Lab-DI 2017
- QC – Annual Quality Report – Information Technology
- QC – Strategic Scorecard 2016_17 – Yearend
- QC – Quality Scorecard FY16 17_YE-Updated

Consolidated Motions: Consent Agenda Items

The following document was circulated with the agenda:

- Consolidated Motions – Board Open Meeting June 7

9. New Business

a. 2017/2018 Committee Structure

The Chair confirmed that the 2017/2018 Committee Structure would be presented to the newly elected Board at the Annual General Meeting on June 21, 2017.

It was,

Moved by: Robert Hamilton

Seconded by: Michael Pautler

That the Board of Directors commence an in-camera session.

...CARRIED

b. Patient Story

Dr. Williams reported a patient's experience to the Board and discussion ensued.

It was,

Moved by: Robert Hamilton

Seconded by: David Dean

That the Board of Directors concludes the in-camera session.

...CARRIED

(Secretary's Note: Dr. John Yardley joined the meeting.)

c. Healthy Workplace Results

The following attachment was pre-circulated with the Board package:

- Healthy Workplace Survey 2016 Results Presentation to Board June 7 2017

Ms. Casselman and Dr. Yardley reviewed the Healthy Workplace survey results. They noted in their presentation:

- The survey identifies potential indicators of better management practices and potential need for intervention and change.
- Response rates increased by 3-4% and engagement scores increased by 5%.
- Dr. Yardley noted improvement from previous years, but there is always room for more engagement and improvement on scores.

Discussion between the Board, Management, and Dr. Yardley included the following:

- An overview of general survey principles with the Staff Survey based on 27 engagement drivers and Physician/Providers Survey based on 30 engagement drivers;

- The range of responses;
- Levels of employees reporting engagement in their jobs and in the organization;
- Five to seven responses constituting a departmental response;
- Qualitative feedback delivered at a high level;
- Downward variance in the organization's communications skills;
- Survey results similar to other hospitals and across multiple sectors;
- The results were reviewed by the Senior Leadership Team in advance of the Board meeting and next steps include cascading the results to managers for action planning;
- Benchmarking results to leading practices;
- Results on equipment, buildings, and personal safety consistent at the provincial and national levels;
- Employee safety impacted by numerous risks including violence, potential injury associated with patient mobility, equipment, availability of supplies, and hospital-borne infections;
- Physicians reported an increased negative impact on home/personal life;
- Staff and Physicians reporting engagement of the Board an improvement; and
- The Board's focus on qualitative and quantitative improvements, with immediate attention to how positive outcomes are achieved.

Matter Arising: Organizational Priorities arising from the Healthy Workplace Survey to be put on the Agenda for the December Board meeting.

(Secretary's Note: Dr. John Yardley left the meeting. Mr. Joannette joined the meeting at 4:24 p.m.)

d. 12-Month Look Ahead Communications Plans

The following attachment was pre-circulated with the Board package:

- 12 Month Look Ahead Communications Plans Presentation to BOD

Mr. Joannette reported that Wendy Stewart joined JBH as Manager, Corporate Communications and is making significant contribution. He noted the upcoming Patient Tower opening in August and the busy-nature of the past and up-coming year.

i. Community Survey Update

The following attachment was pre-circulated with the Board package:

- Final Joseph Brant Survey May 25 2017

Marketing firm Leger, The Research Intelligence Group community survey is ongoing, with positive interim result. They had been allocated \$30K.

ii. Tower Opening Plan (Internal, Community Information and Ad Campaign)

The following attachments were pre-circulated with the Board package:

- Communication Plan Patient Tower External Marketing and Ad Campaign May
- Communication Plan Patient Tower Internal External Events May 23 FINAL

Mr. Joannette highlighted the marketing & ad campaign for the Patient Tower Transition including internal and external communications strategies:

- Media Construction Tours have already occurred.

- Time Capsule to be buried Staff Barbeque
- The Staff Open House will be staggered to allow shifts to partake in the activities.
- Community Open houses available for the public to tour the Patient Tower.

Matter Arising: *Management to extend invitation to the Board for Staff Barbeque.*

- Senior Leadership Team has engaged Marshall Fenn to develop a new marketing plan to discuss people and product offerings to the public.
- PCOP provides an opportunity to share offerings with the community.
- The need for marketing targeted to physicians was noted to create a physician referral base to JBH.
- Market share loss of approximately 5K in the Emergency Department highlighted in previous years in the 15-55 year-old range. Overall the number of ambulances, acuity, and people who can drive in has not changed, but McMaster becoming a fully-fledged pediatric hospital has negatively impacted all local hospitals.

Matter Arising: *Dashboard regarding marketing plan results.*

- The Board discussed branding of the upcoming Strategic Plan and details about the transition from the current hospital to the Patient Tower.

Matter Arising: *Strategic Plan Branding with feedback from Marshall Fenn.*

iii. **Government Relations Plan**

The following attachment was pre-circulated with the Board package:

- Government Relations Plan

Maintenance of strong government relationship is essential to realizing a number of goals and objectives.

- Five goals and objectives:
 - Hospital redevelopment and expansion project
 - Provincial government funding – JBH Operational funding
 - PCOP funding – ICAT projects
 - Provincial government funding – mental health expansion and day program
 - Gain provincial government approval phase 2 JBH expansion
- Key Goal: Achieve announcement of expansion plan by government before the election.
- The Board noted achieving funding is a long-term process which involves socializing with a number of groups including politicians on ICAT and PCOP funding resolution.
- Mr. Sharman, the Municipal Council Representative, noted the importance of deliberately engaging the City of Burlington on the project.
- M. Joannette feels there is a real opportunity to achieve our goals given the election cycle and the very real needs of JBH.

iv. **Strategic Plan Communications Roll-out Plan**

The following attachments were pre-circulated with the Board package:

- JBH Briefing Note Strategic Plan

- JBH Strategic Plan – Draft Communications Plan and Schedule
- 3 Strategic Directions Update

The new Strategic Plan is launching in November 2017 to align better with the opening of the new Patient Tower.

- The Senior Leadership Team has taken the Strategic Plan created by the One Team in assistance with Deloitte and moved ahead on the three strategic directions to create JBH-centered goals. Clarity of goals addressed.
- Next step is to send the revised Strategic Plan to the One Team and back to the Board.

v. New Communications Metrics

- New reporting starting in July 2017
- Based on checklist and the outcomes from the differing media activities.

Matter Arising: Management to provide reporting on the new communications metrics in November 2017.

- There was a discussion about the interaction between management and the Board regarding strategic directions and the strategic plan.
- Next survey needs a specific component about communication to assist in understanding challenges.

Matter Arising: Management to report to the Board on the Communication Plan/Update in November 2017.

e. People and Processes

i. IAP Executive Summary

The April 2017 and May 2017 IAP Summaries were pre-circulated with the Board package.

C. Williams noted the following during her report:

- Meetings are in place to ensure the appropriate POs are issued. Issuance of POs are behind schedule and additional resources have been added to expedite their issuance.
- Developing a plan to ensure procure appropriate instruments.
- Furniture and Equipment in the New Tower are currently in the red but expected to move to yellow soon.
- Management feels ready for the move as the war room has been addressing all the issues.
- The Chair noted it is important to capture and debrief on learning from this project and the move.

ii. IAP Deployment

The following attachments were pre-circulated with the Board package:

- BN IAP deployment update May 2017 Final

- IAP DEPLOYMENT MAY 2017 FINAL

C. Williams noted the following during her report:

- Of the 50 initiatives, 45 are on track with plans in place to enable implementation as per the designated work plans. Five initiatives have some challenges currently slowing full implementation and are continuing to progress forward.
- No concerns on deployment.

iii. LEAN Update

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

C. Williams noted the following during her report:

- In the next year, anticipate developing leadership standard work. JBH is working to set the stage for this phase of LEAN initiative starting with the charge nurses.
- Leadership Standard Work focuses on predictable and reliable activities and is necessary for to sustain the gains which have been made.
- Changing leadership styles in senior staff is critical for LEAN to change.
- In the dialogue about staff engagement, it was noted formal training opportunities for every leader is a major goal of the organization, considering that every leader who joins must participate in learning.

The Board and management discussed Gemba and Kaizen progress and issues. LEAN should be able to point to three branches – quality, patient experience and reducing costs. Assigning a ‘currency’ to the changes identified in LEAN tools provides an opportunity to focus on outcomes rather than process.

10. Reports

a. President & CEO Report

The President and CEO Report was pre-circulated with the agenda package. E. Vandewall noted the following items:

- Operational Readiness is proceeding on time and according to plan. The Patient Tower is on track for the move.
- The Redevelopment Project is tracking on time and on budget. Ellis Don has increased their activity via presence in the war room to find and resolve issues quickly in preparation for the move.
- Negotiations with the Ministry on both the ICAT capital funding shareable under the Ellis Don construction contract, and the operating and maintenance costs continue.
- Other components of PCOP negotiations have been resolved with \$40M in combined funding. There is potential to increase activity without dollar for dollar input to achieve activity. The goal is to determine how to round up activity with the least spending.
- The Joseph Brant Museum project was discussed with the Building & Facilities Committee. There are ongoing discussions with the City of Burlington and other parties in redevelopment of the museum on the JBH property. There has been discussion regarding how the project moves forward (Hospital’s Act, Ministry Approval). Issues remain over future ownership of land; JBH is negotiating with City

to sever and transfer ownership as the museum land was given conditional that it operates in perpetuity. IN the event that the museum ceases operations it is expected that JBH would have the first right to buy back the lands for nominal consideration.

The Chair thanked Mr. Vandewall for his report.

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

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

- The call display has been updated for the area and goes live on June 15 – calls are now marked on caller ID as 'JBH' instead of showing blocked. This includes scripting where messages have to be left.
- Transfusion medicine noted to have changed dramatically in the last decade. ORGON transfusion program to be presented this year with results. The program will be audited to ensure it is a sustained change.

The Chair thanked Dr. Stephen and C. Williams for their report.

c. Medical Staff Association Report

Dr. Sowery provided a verbal noted, and noted the following during his report:

- There has been a change in leadership as Dr. DeSantis has stepped down as the Vice Chair. The By-laws have been updated to extend terms of leadership;
- Survey of staff engagement at MAC and an understanding of meeting times; and
- Education on topics such as health law.

The Chair thanked Dr. Sowery for his report and thanked Dr. DeSantis for her time on the Board.

11. Hospital Related/Communications

The following items were provided for information:

- Corporate Communications Board Report Media and Social Media Report
- Corporate Communications Community Report
- June Ontario Hospital News

The Board viewed a video released by CHCH covering construction and completion of the Patient Tower.

M. Joannette expressed thanks to Debra Carey for speaking at a Foundation event.

12. Other Business

There was no other business at this time.

13. Review of Action Items from the Meeting

#	Item Description	Responsibility	Person Assigned to	Due Date	Comments
1.	Management to present the Community Survey results to the	Management	M. Joannette	October 4 , 2017	

	Board at the fall Board meeting upon completion.				
2.	Organizational Priorities arising from the Healthy Workplace Survey to be put on the Agenda for the December Board meeting.	Management	E. Vandewall	December 6, 2017	
3.	Management to invite the Board to attend the summer staff picnic.	Management	E. Vandewall	July 2017	
4.	Management to provide reporting on the new communications metrics.	Management	M. Joannette	December 6, 2017	
5.	Management to report on the Marketing Plan branding with input from Marshall Fenn.	Management	M. Joannette	December 6, 2017	

14. Next Meeting Date – Annual General Meeting June 21, 2017

The Annual General Meeting will be held on June 21, 2017 at 5:30 p.m. followed by a short Board meeting.

15. Adjournment

It was,

Moved by: Robert Hamilton

Seconded by: Michael Pautler

That the Board of Directors adjourned the Open meeting at 6:10 p.m.

Kathryn Osborne, Chair

Gina DeVeaux, Recorder

Attendance Tracking

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

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

The following documents were attached to the Open Agenda as Appendices from the Board Committees:

a. Audit Committee – Meetings of April 11, 2017 and May 25, 2017

- AC - IT Security Model Framework
- AC - IT Cyber Security 2017
- AC - FFE procurement Controls
- AC - Attachment I- Redevelopment Director
- AC - Attachment II - Re: Compliance with the Broader Public Sector Procurement Directive
- AC - Attachment III- Ellis Don FFE Procurement Update
- AC - Attachment IV- EPA FFE Procurement Update
- AC - Attachment V- MEDEC Guidance for Staging an Effective Site Visit
- AC - Attachment VI- MEDEC Imaging Guidance for Conducting an Effective On-Site Product Demonstration and Evaluation
- AC - AP Internal Control
- AC - Audit Committee Legal Claims Review April 2017
- AC - Liability Graphs
- AC - Legislative Compliance
- AC - Q4 HSAA Dashboard

b. Building & Facilities Committee – Meetings of April 11, 2017 and May 9, 2017

i. Meeting of April 11, 2017

- Item 7.a.i Briefing note on JBH Phase 1 CRP 03 March 30, 2017
- Item 7.a.i Calendar update for the week of April 3-7, 2017
- Item 7.a.i LEED Scorecard
- Item 7.a.ii Construction Report Joseph Brant Hospital Burlington - Phase 1 Redevelopment February 2017
- Item 7.a.iii Briefing note on JBH CRP Contingency Report February 28, 2017 to March 31, 2017
- Item 7.a.iii VE to Feb 28 2017 – March 26, 2017 First Draft
- Item 7.a.iii Capital Redevelopment Contingency Draw down - February 28 2017
- Item 7.a.iv IC Report February 2017
- Item 7.a.v JBH - Capital Redevelopment Project – April 2017 – Monthly Schedule Status
- Item 7.a.v FFE Dashboard
- Item 7.a.vi BFC ICAT Briefing Note Apr 2017
- Item 8. BFC Operational Readiness Briefing Note April 2017 Final

ii. Meeting of May 9, 2017

- Item 7.a.i Training Matrix (Draft in progress Sheet) – May 3, 2017
- Item 7.a.i LEED Report March 2017
- Item 7.a.ii Construction Report Joseph Brant Hospital Burlington - Phase 1 Redevelopment March 2017 JBH2
- Item 7.a.iii VE to March 31, 2017 – March 30, 2017
- Item 7.a.iii Capital Redevelopment Contingency Draw down March 31, 2017
- Item 7.a.iv IC March 2017 Report
- Item 7.a.v JBH - Capital Redevelopment Project - May 2017 - Monthly Schedule Status
- Item 7.a.v Weekly FFE Meeting Document April 28, 2017
- Item 11. 20161201 JBH J70110 - Annual H and S report

c. Finance Committee – Meeting of May 25, 2017

- FC - PCOP update to FAC
- FC - Actuarial Report
- FC - OPEB Valuation Report
- FC - Expense Reporting Requirements

d. Governance & Nominating Committee

- Item 7.i Briefing Note - Evaluation Process for Board and Individual Assessment April 6, 2017
- Item 7.c OHA GCE Education Courses - Attended by Directors
- Item 7.m GNC Meeting Schedule 2017-2018 Presented May 11, 2017

e. Quality Committee – Meeting of May 18, 2017

- 305592 20170228 Joseph Brant Hospital Summary Report Final
- OCP Recommendations
- Quality Council Minutes February 15-17