



Joseph Brant Hospital  
Board of Governors Meeting

Minutes of the Open meeting of the **Board of Governors** held on **Wednesday March 26, 2014 at 3:00 p.m.** in the **Gordon Room**.

<b>PRESENT:</b>	Don Wray (C) Mae Radford Michael Pautler Krista Attwood Eric Vandewall Brian Heagle	Don Dalicandro (VC) Debra Carey Rob Hamilton Kathryn Osborne Mary MacLeod Christine Thomson (Recording)	Dave Dean Brent Scowen (via t/c) Sandra Edrupt Patrick Killorn MD Paul Faulkner MD
<b>STAFF:</b>	Tess Romain Florine Lobo	Anissa Hilborn Mario Joannette	Arlene Yam
<b>REGRETS:</b>	Dominic Mercuri	Prasanna Kumaranayake MD	
<b>GUESTS:</b>			

**1. Call To Order – Welcome and Introductions**

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

**2. Declaration of Conflicts**

There were no declarations of conflict.

**3. Approval of Agenda**

It was,

**Moved by:** Sandra Edrupt

**Seconded by:** Michael Pautler

*That the agenda be approved as presented.*

...CARRIED

**4. Approval of Previous Minutes – January 29, March 5, 2014**

The minutes of the January 29 and March 5, 2014 Open meetings of the Board of Governors were presented.

It was,

**Moved by:** Brian Heagle

**Seconded by:** Mae Radford

*That the minutes of January 29 and March 5, 2014 be approved as presented.*

...CARRIED

**5. Chair’s Remarks**

The Chair noted that Marianne Meed Ward has stepped down from her role on the Board as she has filed her papers for re-election to the Burlington City Council. Mr. Wray thanked Ms. Meed Ward for her work with the Hospital and a formal thank you will occur at the Annual General Meeting in June.

Mr. Wray has received a request from Brenda Hunter, Chair and Anissa Hilborn, President of the JBH Foundation for the Board’s assistance in identifying prospective donors for the Our New Era

Campaign. Mr. Wray encouraged full participation by the Board and Governors will be contacted directly by the Foundation on next steps.

The Chair reported that the one-on-one meetings with elected Board members have been completed and he thanked the Governors for taking part in this exercise.

## 6. Committee Chairs' Report

### **Kathryn Osborne (Quality Committee)**

- Nothing additional to report

### **Don Wray (Building & Facilities Committee)**

- Nothing additional to report

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

- Nothing additional to report

### **Dave Dean (Finance Committee)**

- Nothing additional to report

### **Don Wray (Audit Committee)**

- Mr. Wray reported that the Audit Committee is pleased to acknowledge that KPMG LLP have been selected for re-appointment as the Hospital's external auditors.

## 7. Consent Agenda

The Chair queried as to 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 further discussion.

It was,

**Moved by:** Dave Dean                      **Seconded by:** Rob Hamilton

*That the motions of the Consent Agenda (Items 7.a, 7.b, 7.c, 7.d and 7.e) be approved as presented.*

...CARRIED

### **a) Quality Committee**

The minutes of the February 27 and March 17, 2014 meetings were presented for information and included the following attachments:

- QC – Mental Health Quality Improvement Report Slide Deck
- QC – December 2013 High Harm Report
- QC – January 2014 High Harm Report

### **b) Building & Facilities Committee**

The minutes of the February 10, 2014 meeting were presented for information.

### **c) Governance and Nominating Committee**

The minutes of the March 6, 2014 meeting were presented for information and included the following attachments:

- GNC – Chair Vice Chair Selection Process Policy – Mar 2014
- GNC – Statement of Board Roles and Responsibilities – Mar 2014

- GNC – Meetings of the Board Policy – Mar 2014
- GNC – Governor Political Donations Policy – Mar 2014

The following motion was presented:

*That the Board of Governors approve the Chair and Vice Chair Selection Process policy as amended.*

*That the Board of Governors approve the Statement of Board Roles and Responsibilities as amended.*

*That the Board of Governors approve the Meetings of the Board policy as amended.*

*That the Board of Governors approve the Governor Political Donations policy as presented.*

**d) Finance Committee**

The minutes of the March 4, 2014 meeting were presented for information and included the following attachments:

- FC – JBH Operating Statement Dec 2013
- FC – JBH Balance Sheet Dec 2013
- FC – CFO report for Finance Dec 2013
- FC – Total Operating HSAA Margin – Q3 2013
- FC – 13.14 Q3 YTD Dec HSAA Dashboard for FAC
- FC – Final FAC Capital Summary December 31 2013

The following motion was presented:

*That the Board of Governors approve the Third Quarter (2013/14) Financial Statements as presented.*

**e) Audit Committee**

The minutes of the March 4, 2014 meeting were presented for information and included the following attachments:

- AC – Attestation Form Hospital Regulatory Remittances

The following motion was presented:

*That the Board of Governors approve the appointment of KPMG LLP at the June 2014 Annual General Meeting of the membership as the external auditor for Joseph Brant Hospital for the fiscal year ending March 31, 2015 at a fee to be approved by the Audit Committee in accordance with the submission of KPMG LLP in the Request for Proposal.*

**8. New Business**

**a) ED Coaching Team Report**

A briefing note was pre-circulated with the agenda package. M. MacLeod and Dr. Faulkner provided a presentation on the ED Coaching Team Report:

- As the pilot Hospital in this project, Joseph Brant Hospital's (JBH) patient flow process was evaluated by a team from North York General Hospital in January 2014
- A draft report highlighted the good work underway at the Hospital and outlined opportunities for improvement

- A response to the action plan is due by mid-April to the LHIN
- Next steps for the Hospital include implementation of a corporate wide LEAN strategy across the organization and developing a proposal for investment in LEAN for the HNHB LHIN.

Dr. Faulkner and M. MacLeod will engage the Medical Staff Association to share the recommendations and action plan. The Board also discussed the need for further education on LEAN at an upcoming session.

#### **b) ICAT/e-Health Update**

A briefing note and presentation were pre-circulated with the agenda package.

F. Lobo introduced Alisdair Miller, Director of Information Technology (JBH), Henri Dekker, Director of Redevelopment (JBH) and Megan Angus (HH Angus) to provide the Board with an update on the ICAT/e-Health implementation plan.

Mr. Miller noted that the Board of Governors approved the IM/IT Strategic Plan in June 2011. Since then, 22 priority projects have been implemented and through 48 Visioning sessions with JBH stakeholders, the Hospital recognized five key themes: Patient Experience, Mobility and Communications, Access to Information, Performance and Resource Management and Integrated Building Systems. The Hospital is currently participating in initiatives involving MediTech, Quality Based Procedures and Health System Funding Reform.

Ms. Angus reviewed the framework and preliminary prioritization of solutions developed from the Visioning sessions. The major ICAT initiatives that were identified included: nurse call system, unified communication system, integrated building system, integrated bedside terminals for patients, way finding kiosks, and real time locating system (RTLS). HH Angus will work with the Hospital and the selected ProjectCo to understand the intention of interfaces designed to allow for messaging between the solutions.

Ms. Angus reported that although there are no Ministry expectations for the level of EMR Adoption Model of IT, JBH will be achieve a level of 5 to 6 upon completion. The Hospital is currently at 2.76 and it was noted that few hospitals are 6 or higher.

F. Lobo reported that the IM/IT budget is \$2 million per year, for 5 years and ICAT is approximately \$16-20 million. The Hospital is in negotiations with the Ministry to determine the amount that will be funded through Redevelopment. Ms. Lobo further reported that the overall e-Health plan is reviewed by the Finance Committee and all projects are reviewed to ensure they are on budget, on time and on scope.

The Chair thanked Ms. Angus, Mr. Miller and Mr. Dekker for their presentation.

#### **c) Strategic Initiatives Action Plan – 2014/15**

A briefing note and the Strategic Initiatives Action Plan were pre-circulated with the agenda package.

Mr. Vandewall noted that this plan will provide a framework for development of aligned goals and objectives over the next 3-5 years with a focus on Patient Experience, Operational Readiness and the Capital Redevelopment and Expansion Project

The Action Plan will be socialized through the organization over the next several weeks. It was noted that the Strategic Plan will be refreshed in 2016 when the current plan is complete.

It was,

**Moved by:** Don Dalicandro                      **Seconded by:** Kathryn Osborne  
*That the updated Strategic Initiatives Action Plan be approved as presented.*

...CARRIED

**d) 2014/15 Quality Improvement Plan**

A briefing note and the Quality Improvement Plan 2014-15 were pre-circulated with the agenda package.

K. Osborne reported that the Ministry has put focus on transformational priorities and collaboration. The Quality Improvement Plan (QIP) is presented in a set format and accessed through an online program. The Hospital has opted to add hand hygiene to the list of Ministry priorities.

The QIP has been reviewed by the Quality Committee, Human Resources Policy and Compensation Committee, and the Medical Advisory Committee. It will be posted to the Hospital's website on April 1, 2014.

It was,

**Moved by:** Kathryn Osborne                      **Seconded by:** Michael Pautler  
*That the 2014/15 Quality Improvement Plan be approved as presented.*

...CARRIED

**e) 2014/15 Hospital Budget**

The 2014-15 Budget presentation, Operating Budget and Capital Budget were pre-circulated with the agenda package.

D. Dean gave a verbal report on the budget on behalf of the Finance Committee. He included the following in his remarks:

- The presentation included the key operational and financial priorities/objectives of the budget
- The budget anticipates the achievement of these priorities/objectives, including maintaining service volumes, meeting all financial directives from the LHIN/Ministry of Health, a balanced budget at the H-SAA level (before building amortization) and a current ratio within the targeted range
- The Capital budget is \$3.5 million, excluding capital spending associated with Redevelopment. Of the \$3.5 million, \$2.4 million is related to Information Technology and e-Health and is part of a previously approved multi-year plan.

The approval of the operating and capital budget will enable the Hospital to sign the H-SAA Funding Agreement, to be returned to the LHIN by March 31, 2014.

D. Dean noted the challenges associated with achievement of a balanced budget in an environment of rising costs with little or no revenue increase. This was discussed by the Finance Committee and reference was made to the numerous initiatives put forth in the budget to meet this challenge including engagement with physicians and other departmental staff. The operational insight and budget ownership that this engagement builds increases the likelihood of achieving the initiatives identified.

The Hospital's staff, in particular Ms. Lobo and her team, were recognized and complimented for their efforts in the budget process.

It was,

**Moved by:** Dave Dean                      **Seconded by:** Don Dalicandro  
*That the Operating Budget for 2014/15 be approved as presented.*

*That the Capital Budget for 2014/15 be approved as presented.*

*That the signing of the amended Hospital Service Accountability Agreement (H-SAA) for 2014/15 be approved.*

...CARRIED

**f) Strategic Scorecard – Q3 2013/14**

The Q3 2013/14 Strategic Scorecard was pre-circulated with the agenda package.

T. Romain noted that the scorecard was mislabelled in the Board agenda package and reflects results from Q3 2013/14.

Following discussion, it was agreed that the Strategic Scorecard Indicator Summary would include the definition of 'HSMR' – Hospital Standard Mortality Ratio

E. Vandewall reported that the Scorecard was created as a high level snapshot of all reports and dashboards that monitor performance across the Hospital. JBH will continue to post the Strategic Scorecard on the JBH website following Board review.

**g) Accreditation Update**

M. MacLeod reported that teams have done a tremendous amount of work to prepare for the surveyors and the Hospital is ready for the on-site Accreditation Survey.

**h) Governor Nomination**

The nominated candidate's resume was pre-circulated with the agenda package.

M. Pautler reported that the Governance and Nominating Committee held interviews with selected candidates following the Board's open and transparent process. Following discussion, the Committee unanimously agreed on the preferred nominee, Ms. Sylvia Leonard, as the new Governor-elect.

It was,

**Moved by:** Michael Pautler                      **Seconded by:** Debra Carey

*That the Board of Governors approve Sylvia Leonard be appointed to the Board of Governors for the upcoming term subject to completion of a resume and background check.*

...CARRIED

Ms. Leonard will be invited to attend the May 2014 meeting and will become a member of the Board following the Annual General Meeting in June.

**i) President & CEO Report**

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

- The precast elements of the parking structure have been completed and the project remains on budget. The estimated substantial completion date is June 2014
- The Hospital is working closely with the short-listed vendors through the RFP open period. JBH has provided feedback on the initial design submissions, and in July 2014 the Hospital will select its preferred ProjectCo.
- The Ontario Government released a call for proposals for Non-Profit Cataract Speciality Clinics across the province. JBH's Ophthalmology team will be participating in an information session with the Ministry of Health to understand the application process.
- The Hospital held an Appreciation Breakfast for staff on February 27 to recognize their efforts in demonstrating the organization's values during recent high volumes of patients. It was well attended by 600 staff members.
- Management will bring forward an integration communications plan at the May Board meeting. Jointly developed by the Hospital and Foundation, this plan will outline the events, donor announcements and ribbon cuttings over the next 12 months.
- On March 27<sup>th</sup>, the Foundation will announce a generous donation of \$750k from TD Bank Group towards the Redevelopment. Congratulations to A. Hilborn and the Campaign Cabinet for their work with TD Bank Group.

**j) Chief of Staff Report**

The Chief of Staff Report was pre-circulated with the agenda package. Dr. Faulkner provided a verbal update on the following:

- The Reappointment process is underway and continues to show improvement over last years' process.
- The Hospital will have a have full complement of 16 residents in place for next year.
- During the Medical Advisory Committee retreat, all Physician Chiefs participated in a Taking Assertive Action Training exercise.

**9. Reports**

**a) Vice President Patient Care Services and Chief Nursing Executive Report**

The Vice President Patient Care Services and Chief Nursing Executive Report was pre-circulated with the agenda package. Ms. MacLeod provided a verbal update on the following:

- The Oncology department has been awarded additional volumes as performance is again above the benchmark. The team continues to demonstrate interdisciplinary teamwork to meet the needs of patients.
- The LHIN has provided funding to four (4) hospitals, including JBH, for a 3-month Assess Restore Intervention Model Pilot Project. This project allows seniors who have

experienced functional decline and have restorative capacity to access a dedicated inter-professional team.

**b) Medical Staff Association Report**

The Medical Staff Association (MSA) Report was pre-circulated with the agenda package. Dr. Killorn noted the Special Meeting of the MSA minutes from March 6, 2014 were included in the report. The MSA consulted with the Ontario Medical Association team regarding the amendments to the bylaws and their legal advisors noted some areas that required more specific language surrounding the intention of certain bylaws. The bylaws will be revised and approved by the Medical Advisory Committee in advance of the Board.

**c) Foundation Report**

The Foundation Report was pre-circulated with the agenda package. B. Heagle/A. Hilborn provided a verbal update on the following:

- This year the Crystal Ball will be held on September 13, 2014.
- A number of gift announcements will occur in the next 8 – 10 weeks. The campaign has achieved over 40% of its goal.
- A. Hilborn acknowledged Drs. Killorn, Faulkner, Hack, Love and Prodger on their leadership with the Physician Campaign.

**d) Auxiliary Report**

The Auxiliary Report was pre-circulated with the agenda package. K. Attwood provided a verbal update on the following:

- The Auxiliary continues to work towards becoming incorporated as a registered charity.
- With the support of new resources, the Auxiliary is exploring opportunities for new revenue generation.

**10. Hospital Related**

The following items were pre-circulated for information:

- Media Review February 2014 – JBH in the News

**11. Other Business**

There was no other business to report.

**12. Adjournment**

It was,

**Moved by:** Sandra Edrupt **Seconded by:** Brian Heagle

*That the Open meeting of the Board of Governors be adjourned at 5:30 p.m.*

...CARRIED

---

Don Wray  
Chair, Board of Governors

---

Christine Thomson  
Recorder