



**Joseph Brant Hospital  
Board of Governors Meeting**

Minutes of the Open meeting of the **Board of Governors** held on **Wednesday May 27, 2015 at 3:00 p.m.** in the **Gordon Room**.

<b>PRESENT:</b>	Don Dalicandro (C) Mae Radford Michael Pautler Dominic Mercuri Eric Vandewall Krista Attwood Randall Smallbone Christine Lowe (Recording)	Kathryn Osborne (VC) Debra Carey Rob Hamilton Don Wray Cheryl Williams Sandra Edrupt Sylvia Leonard	Dave Dean Brent Scowen Paul Sharman Bill Nisker MD Wes Stephen MD Teresa DeSantis MD
<b>STAFF:</b>	Mario Joannette Florine Lobo	Anissa Hilborn Susan Wannamaker	Arlene Yam
<b>REGRETS:</b>			
<b>GUESTS:</b>	Polly Stevens (HIROC)		

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

The Chair called the meeting to order at 3:00 p.m. The Chair welcomed Cheryl Williams to her first meeting.

**2. Declaration of Conflicts**

There were no declarations of conflict.

**3. Approval of Agenda**

It was,

**Moved by:** Sandra Edrupt

**Seconded by:** Rob Hamilton

*That the agenda be approved as presented.*

...CARRIED

**4. Approval of Previous Minutes – March 25, 2015**

The minutes of the March 25, 2015 meeting of the Board of Governors were presented.

It was,

**Moved by:** Dave Dean

**Seconded by:** Mae Radford

*That the minutes of January 28, 2015 be approved as presented.*

...CARRIED

**5. Chair's Remarks**

The Chair reminded the Board of the upcoming Annual General Meeting and Closing Celebration Event and asked for outstanding RSVPs to be sent in as soon as possible. Mr. Dalicandro also noted the new Board of Governors Schedule for 15/16 has been pre-circulated with the agenda package and will be approved at the Annual General Meeting on June 3, 2015.

## 6. Committee Chairs' Report

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

- Nothing additional to report

### **Don Dalicandro (Building and Facilities Committee)**

- Nothing additional to report

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

- Mr. Pautler noted a minor amendment to 2015-16 Nominating Report motion.

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

- Nothing additional to report

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

- Nothing additional to report

## 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.

The Financial Statements were removed for further discussion.

D. Wray noted that the audited financial statements for the Hospital's fiscal year ended March 31, 2015 were pre-circulated with the agenda package. The Hospital has achieved a breakeven position for the year at the operating level. This meets the budget and H-SAA requirements for the year. Mr. Wray noted this was an extraordinary achievement considering the many significant challenges experienced this year. Mr. Wray thanked and congratulated Florine Lobo and her staff for their efforts, E. Vandewall and his entire Hospital Management and staff, as well as the members of the Audit Committee for their commitment and efforts this year.

It was,

**Moved by:** Don Wray

**Seconded by:** Dave Dean

*That the Board of Governors approves the Audited Financial Statements for the Joseph Brant Hospital for the Year Ended March 31, 2015 as presented.*

AND

*That the Board of Governors approves the signing and attestation of the Declaration of Compliance in respect of its obligations related to the Broader Public Sector Accountability Act for the year 2014/2015.*

...CARRIED

It was,

**Moved by:** Debra Carey

**Seconded by:** Sandra Edrupt

*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 May 14, 2015 meeting were presented for information and included the following attachments:

- QC – QC Mins May 14-15 Draft
- QC – Indicator Des'c Table 2014.2015
- QC – 2014-15 Quality and Safety Dashboard Q4 and YE
- QC – Interpretation Q4 2014-15
- QC – January 2015 High Harm Report

**b) Building and Facilities Committee**

The minutes of the April 13, 2015 meeting were presented for information and included the following attachments:

- BFC – Minutes April 13 2015 FINAL DRAFT (v2)

**c) Governance & Nominating Committee**

The minutes of the May 19, 2015 meeting were presented for information and included the following attachments:

- GNC – Motions May 19, 2015
- GNC – Minutes May 19, 2015 draft
- GNC – Report of the Nominating Committee 2015-16
- GNC – Election of Officers 2015-16
- GNC – AGM agenda June 3, 2015 – DRAFT
- GNC – BoG Agenda June 3, 2015 Open Agenda
- GNC – Board of Governors Schedule 2015 – 2016 DRAFT
- GNC – Whelan, Frank (Resume, BoG)

The following motions were presented:

*That the Board of Governors approves the 2015-2016 Nomination Report as amended.*

*That the Board of Governors approves the 2015/16 Committee Membership and Structure as presented.*

*That the Board of Governors approves the Annual General Meeting agenda as presented.*

*That the Board of Governors approves that following a recruitment process, the following individuals be appointed to the Board and Committees as indicated for the upcoming term, subject to completion of a background check:*

- Frank Whelan, two-year term, Board of Governors
- Glen Cowan, one-year term, Finance Committee
- Asif Junejo, one-year term, Finance Committee
- Simon O'Keefe, one-year term, Audit Committee
- Gary Van Haren, two-year term, Audit Committee
- Peter Mahar, one-year term, Audit Committee

**d) Finance Committee**

The minutes of the May 21, 2015 meeting were presented for information and included the following attachments:

- FC – Motion Page May 21 2015
- FC – Minutes May 21 2015 FINAL
- FC – JBH Operating Statement March 31 2015
- FC – JBH Balance Sheet Mar 2015
- FC – CFO Report MAR 2015
- FC – FAC Capital Summary\_March 31 2015
- FC – 15 JBH FS
- FC – M-SAA Declaration of Compliance Briefing Note – May 21-2015

The following motions were presented:

*That the Board of Governors approves the Fourth Quarter (2014/15) Finance Statements as presented.*

*That the Board of Governors approves for signature the M-SAA Declaration of Compliance for the period April 1, 2014 to March 31, 2015.*

**e) Audit Committee**

The minutes of the May 21, 2015 meeting were presented for information and included the following attachments:

- AC – Motion Page May 21 2015
- AC – Minutes May 21 2015 FINAL
- AC – JBH Audited Statements 2014\_2015
- AC – 201402015 BPSAA Compliance Reporting
- AC – APPENDIX C – Hospital Attestation Form - 2015

**8. New Business**

**a) Patient Story**

C. Williams make introductory remarks around patient stories and noted for the Board that it is important to understand that not all patient stories are positive. It is important to learn from the stories and implement systems change from these situations to improve future outcomes.

Ms. Williams presented a story that has recently been reviewed by the JBH team of a patient who arrived at JBH through the Emergency Department. Ms. Williams provided an overview of the Quality and Risk issues, as well as what went well and lessons learned.

Ms. Williams answered questions from the Governors. The Governors were appreciative of the presentation and asked for patient stories to continue to be brought to the Board for education. The Quality Committee will continue to work with Management on refining the Patient story process.

Mr. Dalicandro thanks Ms. Williams for her presentation.

**b) HIROC Integrated Risk Management (IRM) Presentation**

Mr. Dalicandro welcomed Gary Van Haren and Peter Maher, citizen members from the Audit Committee, to the Board meeting for the HIROC IRM Presentation.

A power point presentation was pre-circulated with the agenda package.

The Chair welcomed Ms. Polly Stevens from HIROC to make a presentation on Integrated Risk Management (IRM).

Mr. Vandewall noted that Joseph Brant Hospital is participating in this pilot project through HIROC. JBH is one of the early adopters of this leading practice work.

Ms. Stevens noted the following during her presentation:

- How to identify risk and integrated risk management, what are the objectives of IRM, what are the sources of risk information in your organization, and what would lead to external intervention.
- Key features and benefits of the Risk Register and examples of reports and customizable dashboards
- The HIROC IRM Project's goal is to co-create a national steering group of healthcare organizations to facilitate knowledge sharing of key organizational risk and strategies to manage them, utilizing an evidence-based LEAN approach

Ms. Stevens answered questions from the Governors. During discussion, it was suggested to include Hospital CEO/Board members when HIROC develops the IRM analytics.

The Chair thanked Ms. Stevens for her presentation.

#### **c) LEAN Education Training – Component 4 – Building a LEAN Organization**

A power point presentation as pre-circulated with the agenda package.

The Chair welcomed Ms. Susan Wannamaker and Ms. Cheryl Williams to make a presentation regarding Building a LEAN Organization.

The following was noted during the presentation:

- 4 tools are in project use at JBH: 5S, Gemba Walk, Value Stream Mapping and Kaizen
- What is a LEAN organization and what tools can be used to become one. Leading practice medical centers include Virginia Mason Medical Centre and ThedaCare Medical Centre
- JBH has completed several quality improvement initiatives in the past 5 years including ED PIP 1 & 2, the Quality Wall, ED Early Physician Assessment, Acute Medicine and Active Rehab Value Stream Mapping and the New Clinical Medical Model
- The next steps to transforming JBH to LEAN leadership

It was noted that a second LEAN consultant will be hired in 2015-2016. A LEAN leadership coach is being considered to align the staff, management and Board.

Mr. Dalicandro noted that he has spoken with other Board Chairs who belong to organizations implementing the LEAN process. He will ask one to participate at a future Board meeting as part of ongoing education for the Board.

Observing LEAN process in action will be added to the Board Work Plan for 2015 – 2016.

The Chair thanked Ms. Wannamaker and Ms. Williams for their presentation.

**d) 2014/15 Board Survey Results**

The 2014/15 Board Survey Results compiled by the Ontario Hospital Association were pre-circulated with the agenda package.

M. Pautler made introductory remarks regarding the themes identified at the Governance & Nominating Committee. This item is on the agenda to provide an opportunity for discussion focused on the annual process to assess and judge effectiveness as a governing Board.

Mr. Pautler asked two questions of the Board:

1. Based on results received, and your review, what learnings can we draw as a Board and what can we embed in the Board Work Plan/Committee Work Plans for next year?
2. How satisfied was the Board with the results received and the process of survey distribution and collection of results?

The following was noted during discussion:

- Ensure the Board is included in succession planning
- Adopt a methodology that requires additional comments/feedback
- Review Board orientation and consider full Board participation for a portion of the orientation, as well as orientation to be held annually in June.
- Identify additional opportunities for ongoing Board education
- Increase the frequency of performance evaluation at meetings and effectiveness at meetings. E.g. adopt a practice to review at the end of each meeting

Mr. Pautler noted that this is the first year that JBH participated in the Ontario Hospital Association's survey, which allowed the Hospital to be benchmarked against other Ontario hospitals. The results will be revisited in late summer 2015 when more Hospitals have completed the survey for comparison.

The Chair thanked the Board for their feedback.

**e) President & CEO Report**

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

- The Operational Readiness plan that was recently presented to the Board including enablers and the development of an integrated plan following recruitment of Senior Leadership at the Hospital. JBH is now reviewing the Baseline Schedule to understand the phasing and critical path. The Hospital cannot delay on milestones as this will result in a direct cost to JBH. The Baseline schedule will be overlaid to the Operational Readiness Plan and presented to the Board on August 26, 2015.
- In November/December 2014, it was determined to have Patient Flow report directly to the Senior team. JBH achieved a 31 hour Length of Stay yesterday and has reduced

its readmission rates by 15% over the past 3 years. These are excellent results and the focus is now on sustainability and systems change within the organization.

**f) Chief of Staff Report**

The Proposed new Clinical Service Medical Model was pre-circulated with the agenda package. Dr. Stephen provided verbal remarks on the following:

- The Clinical Services model is a practice change for the Hospital and the model may change as it evolves. It was unanimously approved at the Medical Advisory Committee. Recruitment will begin shortly and a job description is included for physicians to create an opportunity for accountability and responsibility. Future updates will be provided as the model moves forward.

**9. Reports**

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

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

- Future VP PC and CNE reports will be revamped to become more focused and user friendly
- There is recruitment work underway at the Director level. Senior Leadership is involved in strategic discussions to determine "what we need" and what is best for patient care.

**b) Medical Staff Association Report**

Dr. DeSantis gave a verbal update and included the following in her report:

- The MSA will hold its next meeting on Thursday March 28 and will be presenting the Physician Distinction Award

**c) Foundation Report**

The Foundation Report was pre-circulated with the agenda package. R. Smallbone provided a verbal update on the following:

- Our New Era campaign continues to raise record amounts for the Hospital
- The recent Board of Directors orientation was well received
- The first annual JBHF Road Hockey tournament will be held on June 7

The Board congratulated A. Hilborn, R. Smallbone and their team on raising a significant amount of money in the past 3 years.

**d) Auxiliary Report**

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

- New signature event "Downtown Funk" scheduled for October 17, 2015
- The Auxiliary has donated \$355k this year, and remain on target to meet their \$5 million pledge.

**10. Hospital Related**

The following items were pre-circulated for information:

- JBH Newspaper Articles March – May 2015

**11. Other Business**

**12. Adjournment**

It was,

**Moved by:** Krista Attwood **Seconded by:** Dom Mercuri

*That the Open meeting of the Board of Governors be adjourned at 6:05 p.m.*

...CARRIED



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Don Dalicandro  
Chair, Board of Governors

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Christine Lowe  
Recorder