

Meeting of the Board of Directors
December 5, 2018
3:00pm to 5:30pm
Hospital Board Room

2018-2019	Sep 5	Oct 3	Nov 7	Dec 5	Feb 6	Mar6	Apr 3	May 1	Jun 5
C. Crane (Chair)	✓	✓	✓	✓					
A. Dale	✓	✓	✓	✓					
R. Robertson	✓	✓	NA	NA					
S. Martyn	✓	✓	✓	✓					
D. Hennessey	✓	✓	✓	✓					
P. van der Westen	✓	✓	✓	✓					
D. Ross	✓	✓	✓	✓					
C. Auger	NA	✓	✓	NA					
K. Cook	NA	✓	NA	✓					
Dr. Chehadi	✓	✓	✓	✓					
Dr. Mills	✓	✓	NA	NA					
Dr. P. Andros	NA	NA	✓	✓					
R. Biron	✓	✓	✓	✓					
K. Davies	✓	✓	✓	✓					

1. Call to Order

C. Crane called the meeting to order at 3:02pm.

2. Approval of Agenda

MOTION

MOVED by Kathy Cook-Noble, SECONDED by Amy Dale, that the Board of Directors approve the agenda.

CARRIED

3. Lean Huddle / Board Scorecard

Peter van der Westen led the discussion in reviewing the Governance Huddle Board and the status of the improvement tickets. Tickets are currently a work-in-progress and included filling vacancies on the Board of Directors. Peter encouraged fellow Board Members to submit ideas for improvements and this includes at Committee meetings. Peter pointed out that these huddles are an opportunity to share ideas that can assist in improving functioning of the Board of Directors. Huddles can be utilized as an opportunity to identify indicators that are more appropriate for Board of Directors to track, especially as we are developing our Strategic Plan. Peter mentioned that he had a discussion with Dr. Chehadi regarding setting an aggressive target for the Physician Initial Assessment (PIA). Dr. Chehadi concurred that the target we have set is aggressive, but felt that we should continue to keep the target set at 2.0 hours and strive to meet or exceed the target at present.

Peter then asked Tonya Sheldon to provide a brief explanation on why we are currently trending above the target of *Maintaining Expenses to No More than 100% of Budget*. Year-to-date, we are measuring at 3% over target. Tonya explained that this is largely due to an increase in volumes presenting to our Emergency Department and occupancy rates have been higher than anticipated at anywhere from 103% to 108%. Tonya also shared that although we are seeing

an increase in expenses we are also seeing an increase in revenue and this offsets the expenses increase.

Peter then shared that he had recently read an excellent article from the Mayo Clinic on Lean Philosophy in Healthcare, entitled *The Promise of Lean in Healthcare*. Mary Stewart stated that she has a copy of the article and agreed to provide it for distribution to the Board of Directors to read.

4. Accreditation Overview – Presentation by Steve Cassel

Steve Cassel, Professional Practice Manager at STEGH, presented an Accreditation Overview. Hard copies of the presentation were circulated. Some Key points were:

- Accreditation provides an independent, third-party assessment of health and social services organizations using validated standards built upon best practices.
- An ongoing process of assessing STEGH against standards of excellence to identify what is being done well and what needs to be improved.
- Provides a better understanding of how we can fully utilize the resources we have, increase efficiency, enhance quality and safety, and reduce possible risks.
- A team of three Accreditation surveyors will tour STEGH from June 17 to June 20, to conduct an on-site survey and provide us with a preliminary report. A final decision is made within 14 days of the survey.
- The Governance self-assessment identifies board perspectives on a variety of topics such as resources, capacity, patient safety, infection control from the Board Members perspective, and Board Members will complete this in January 2019. The outcome will provide us with a Governance “roadmap” that we will use to identify areas, which require the most attention in preparation of Accreditation.
- The Governance Functioning Survey is a tool measures performance and allows us to collect information critical for our own quality improvement purposes, and Board Members will complete this as well in January 2019.
- Accreditation Surveyors will expect that the Board of Directors set the ‘Tone at the Top’ for the rest of the organization, be engaged and confident, knowledgeable of the strategic work of the organization, eager and willing to share information, and familiar with and proud of STEGH’s accomplishments.
- At the meeting an Accreditation Binder was distributed to Board Directors with key resource materials in preparing for the surveys.
- As well, as part of the Governance Committee agenda, a Briefing Note was circulated that outlines the detailed steps and timelines for completing the Governance Standards by the Board Directors.

5. Declaration of Conflicts of Interest

None declared.

6. Approval of Minutes of Prior Meetings:

November 7, 2018 Board of Directors Meeting Minutes, were pre-circulated with the Board package for review.

MOTION

MOVED by Deborah-Anne Hennessey, SECONDED by Amy Dale, that the Board of Directors approve the minutes of the November 7, 2018 Board of Directors Meeting.

CARRIED

7. Committee Reports

7.1 Finance & Audit Committee

7.1.1 Finance & Audit Committee Meeting Minutes (November 20, 2018)

The Finance & Audit Committee Meeting Minutes from November 20, 2018, were pre-circulated with the Board package for information purposes.

7.1.2 Second Quarter – Financial Report

The Second Quarter Financial Report, was pre-circulated with the Board package for review and receipt by the Board of Directors. Peter van der Westen summarized the key financial results in his verbal report. The hospital is running an operating surplus, albeit smaller than budgeted. The variance is attributed to a number of issues including: Emergency Department volumes being higher than expected or planned within the Post Construction Operating Plan (PCOP); and, 4 to 5 flex beds that were previously funded by the South West LHIN that has not been renewed. Hospital management is working with the South West LHIN and Ministry to address those two issues.

MOTION

MOVED by Peter van der Westen, SECONDED by Dan Ross, that the Board of Directors receive the Finance & Audit Committee Second Quarter Financial Report as presented.

CARRIED

7.1.3 Executive, Consultant and Board Expense Reviews

The Executive, Consultant and Board Expense Reviews, were pre-circulated with the Board package for information purposes.

7.2 Governance Committee

7.2.1 Governance Committee Meeting Minutes (November 19, 2018)

The Governance Committee Meeting Minutes from November 19, 2018, were pre-circulated with the Board package for information purposes. Specifically highlighted was the fact that Director Recruitment in the area of Human Resource skills was lacking on the Board of Directors. Deborah-Anne Hennessey encouraged members to engage acquaintances and those in their respective peer networks who possess skills in Human Resources to complete an application online.

A discussion occurred amongst the Board members with regard to having a member of the municipal council as a member of the STEGH Board of Directors. Robert Biron mentioned the board's policy on membership relating to elected officials.

Also of note was the topic of Criminal Reference Checks for Directors and the need for a new policy to be drafted relating to Criminal Reference Checks and that the Governance Policy Manual would need to be updated. Any amendments to the Governance Policy Manual will need to be presented as draft to the Governance Committee meeting on May 16, 2019 and any recommendations to the full Board of Directors at the June 5, 2019 meeting.

7.2.2 Officer Appointments

First Vice-Chair – Deborah-Anne Hennessey shared the Governance Committee's recommendation of the appointment of Peter van der Westen as First Vice-Chair of the Board, effective immediately to June 2019.

MOVED by Deborah-Anne Hennessey, SECONDED by Sally Martyn, that the Board of Directors approve the appointment of Peter van der Westen as First Vice-Chair of the Board, effective immediately to June 2019, as recommended by the Governance Committee.
CARRIED

Second Vice-Chair – Deborah-Anne Hennessey shared the Governance Committee's recommendation of the appointment of Dan Ross as Second Vice-Chair of the Board, effective immediately to June 2019.

MOVED by Deborah-Anne Hennessey, SECONDED by Amy Dale, that the Board of Directors approve the appointment of Dan Ross as Second Vice-Chair of the Board, effective immediately to June 2019, as recommended by the Governance Committee.
CARRIED

7.2.3 Governance Committee Accreditation Kick Off Memorandum

The Governance Committee Accreditation Kick Off Memorandum, was pre-circulated with the Board package. Board Directors were encouraged to review the detailed steps and timelines to prepare for the completion of the surveys in January 2019 and the subsequent Road Map (action plan) to address any deficiencies.

7.3 Quality & Safety Committee

7.3.1 Quality & Safety Committee Meeting Minutes (November 28, 2018)

The Quality & Safety Committee Meeting Minutes from November 28, 2018, were pre-circulated with the Board package for information purposes. Key items that were discussed and reviewed included: process for creating the 2019/20 Quality Improvement Plan; a briefing note related the Emergency Department wait times; an updated 'Health System Report' to be released in the near future from CIHI, which showed positive results for STEGH; and, an overview presentation regarding STEGH's Lean accomplishments in the past year.

8. Other Business

8.1 Board Budget 2019/2020

The Board Budget 2019/2020 document was pre-circulated with the Board package for review and information purposes.

MOTION

MOVED by Peter van der Westen, SECONDED by Deborah-Anne Hennessey, that the Board of Directors approve the Board Budget 2019/2020 as presented.

9. Officer Reports

9.1 Board Chair Report

Cathy Crane referred to her report that was pre-circulated with the Board meeting package. Key highlights included:

- **Sub-region Board-to-Board table:** Huron/Perth and Middlesex sub-region board had their initial meetings in November, however Eglin has not yet received an update regarding these meetings. Ms. Crane received a questionnaire pertaining to this Board-to-Board table, with the goal to determine the needs in order to get the Board-to-Board table successfully up and running. More information will be shared as it becomes available.

9.2 President and CEO Report

Robert Biron referred to his report that was pre-circulated with the Board meeting package. His verbal report highlighted:

- **Strategic Planning Update**

- *External Stakeholders:* to date 10 roundtables with external stakeholders have taken place. Overall, attendance was good and the feedback received was excellent.

Two more roundtables still need to be completed:

- With our Patient Partners and other hospital patients/caregivers
- With the new municipal councils for the City of St. Thomas - City Council

One-to-one interviews with our regional hospital partners and the South West LHIN have been completed. A short online survey on the STEGH website was posted and received about 100 responses to date.

- *Internal Stakeholders*

- Management Team and Physician Leadership have been busy with planning initiatives. In November, a 'Think Tank' session was held with this group to provide high-level thoughts on STEGHs strategic priorities and vision. The results of this 'Think Tank' were shared with the Board of Directors at the engagement session on December 5, following the monthly board meeting.

- Various engagement strategies for front-line staff have been initiated, including; 'Yellow Poster' questions posted throughout the facility, which have received good staff participation. We also have received good feedback from staff by means of our online survey. Anonymous 'Ideas Boxes' have been placed at two entrances for staff to share their ideas in developing the new Strategic Plan.

- *Values Ambassadors*

- Ambassadors have been busy engaging front-line staff throughout the hospital. They have hosted two 'Let's Imagine Forums' which allowed staff to drop in and share ideas relating to the Values at STEGH. They have also posted an online survey about values.
- During the second phase of the Values Project will entail defining the values that are supported / selected by the Board of Directors.

- **Ontario Hospital Association: Strengthening the Relationship between Hospitals and Home and Community Care**

Mr. Biron encouraged all to read the recent communique from Anthony Dale, President and CEO, Ontario Hospital Association, which was included in the Board meeting package under "Correspondence/Information". Mr. Biron stated that the communique provides an update on Ontario Hospital Association's work to better integrate the hospital sector with the home and community care sector and that it provides some insight on health system integration opportunities and challenges.

- **Mock Exercise for Code Silver**

STEGH has developed and implemented its own Code Silver policy and provided training to staff through various educational tools. The St. Thomas Police Service (STPS) were approached by STEGH with the idea to complete a joint exercise at STEGH. The STPS were eager to be involved, recognizing the benefits for their officers to practice their training in a realistic space. This joint exercise will take place on December 19, 2018, in a vacated inpatient unit on first floor (old mental health unit). An extensive communications plan has been developed to provide advance notice to staff, patients and visitors, as well as the broader community.

- **South West LHIN – Appointment of new interim-CEO**

Mr. Biron shared that a recent announcement had been made by the South West LHIN that they have appointed Mr. Renato Discenza as Interim CEO of the South West LHIN, which commenced on December 3, 2018.

9.3 Chief of Staff Report

Dr. Waleed Chehadi referred to his report that was pre-circulated with the Board meeting package. His verbal report highlighted:

- **Schulich Medicine Education Fall Retreat**

The annual Schulich Medicine Distributed Education Fall retreat took place in Chatham, with Dr. Robert Black, Regional Academic Director and Kimberly Boughner, Medical Affairs Specialist in attendance. Academic Directors presented an overview of the projects and focused areas in their Academies. Staff from Distributed Education's operational team reported on the year-in-review and provided information on upcoming projects.

- **CEO & Chief of Staff Meet & Greet**

Robert Biron and Dr. Chehadi have reinstated the quarterly meet & greet with new physicians. This introduction for physicians and leadership to allows for generative discussion and the opportunity to ask any questions regarding the vision of the hospital.

9.4 Foundation Report

Foundation President, Kathy Cook-Noble, referred to her report that was pre-circulated with the Board meeting package. Her verbal report highlighted:

- **Grant Writing**

This fiscal year's goal is to submit a minimum of 36 grants. The industry standard for grants is 10:6:1 –ten grants submitted, six acknowledged by the potential funder, one gift. It is anticipated that grant requests will range from \$5,000 to \$50,000 and address patient care equipment needs identified on the STEGH's capital list.

- **STEGH Foundation's 6th Annual Signature Black Tie Gala**

STEGH Foundation's 6th Annual Signature Black Tie Gala was held on Saturday, October 20th at the St. Anne's Centre and St. Thomas General Surgical Associates were the premiere presenting sponsor. The theme for the Gala was *Midnight in Paris* and it was extremely successful, exceeding fundraising expectations.

- **Care By Parent Residence**

In response to the need to provide an area within STEGH to facilitate families as well as support overnight stays for infants in the Special Care Nursery, the STEGH Foundation collaborated with two community partners, GCW Custom Kitchens & Cabinetry and Hayhoe Homes to create a beautiful, functional space. The new Care by Parent Residence on the third floor is available for use by parents; to feed and care for their child and can accommodate overnight stay for parents.

MOTION

MOVED by Amy Dale, SECONDED by Kathy Cook-Noble, that the Board of Directors receive the Officer Reports as presented.

CARRIED

10. Correspondence / Information

10.1 OHA CEO Update - Home and Community Care

Correspondence from Anthony Dale, President and CEO of the Ontario Hospital Association (OHA), was pre-circulated with the Board meeting package.

11. In-Camera Meeting

11.1 Move to In-Camera

MOTION

MOVED by Sally Martyn, SECONDED by Dan Ross, that the meeting of the Board of Directors move to the in-camera portion of the meeting.
CARRIED

Having completed the In-Camera meeting, the meeting resumed in the open session.

12. Termination of Meeting

With all items on the agenda having been covered, it was motioned to terminate the meeting.

MOTION

MOVED by Amy Dale, SECONDED by Dan Ross, that the Board of Directors terminate the meeting.

CARRIED