

Meeting of the Board of Governors

October 3, 2018

3:00pm to 5:30pm

Hospital Board Room

2018-2019	Sep	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June
C. Crane (Chair)	✓	✓								
B. Orr (Vice Chair)	✓	✓								
A. Dale	✓	✓								
R. Robertson	✓	✓								
S. Martyn	✓	✓								
D. Hennessey	✓	✓								
P. vanderWesten	✓	✓								
D. Ross	✓	✓								
C. Auger	NA	✓								
K. Cook	NA	✓								
Dr. Chehadi	✓	✓								
Dr. Mills	✓	✓								
Dr. P. Andros	NA	NA								
R. Biron	✓	✓								
K. Davies	✓	✓								

1. Call to Order

C. Crane called the meeting to order at 3:00pm.

2. Approval of Agenda

Upon review of the agenda, it was approved, as it was presented to the Board of Directors.

MOTION

MOVED by Deborah-Anne Hennessey SECONDED by Rick Robertson, that the Board of Directors approve the agenda.

CARRIED

3. Patient Experience Story

Elisa Ilic, ICU Manager, related an experience that was shared by a patient's family with regard to their son and his care here at STEGH in the ICU department and their experience with organ donation.

4. Lean Huddle / Board Scorecard

Mary Stewart reviewed the Board Scorecard and key metrics using results from August 2018. It was noted that currently there is no benchmarking data available related to Violence in the Workplace, as defined by the *Occupational Health and Safety Act*. This data is being collected by all Ontario hospitals and reported to Health Quality Ontario. Many of the incidents relate to patient conditions (e.g., dementia, mental illness) and may be verbal threats. Management is confident that staff safety training and procedures are well established to mitigate these incidents and will continue to monitor.

Brian Orr led the discussion in reviewing the Governance Huddle Board and the status of the improvement tickets. Numerous tickets were completed, including the board renewal activities and policy manual.

5. Declaration of Conflicts of Interest

None declared.

6. Approval of Minutes of Prior Meetings:

September 5, 2018 Board of Directors Meeting Minutes, were pre-circulated with the Board package for review and subsequent approval by the Board of Directors.

MOTION

MOVED by Sally Martyn, SECONDED by Rick Robertson, that the Board of Directors approve the minutes of the September 5, 2018 Board of Directors Meeting.

CARRIED

7. Committee Reports

7.1 Finance & Audit Committee

7.1.2 Finance & Audit Committee Meeting Minutes (September 18, 2018)

The Finance & Audit Committee Meeting Minutes from September 18, 2018, were pre-circulated with the Board package for information purposes.

7.1.2 Finance & Audit Committee Draft Work Plan – 2018-2019

The Finance & Audit Committee Draft Work Plan, for 2018-2019, was pre-circulated with the Board package for review and approval by the Board of Directors.

MOTION

MOVED by Rick Robertson, SECONDED by Dan Ross, that the Board of Directors approve the Finance & Audit Committee Work Plan for 2018-2019 as presented.

CARRIED

7.1.3 Quarter 1 Financial Report

The Quarter 1 Financial Report, was pre-circulated with the Board package for review and receipt by the Board of Directors. Rick Robertson summarized the key financial results in his verbal report. The hospital is running an operating deficit, attributed to a number of issues including: PCOP volumes being higher than expected; 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. Despite these additional pressures, Robert Biron noted that the year-to-date operating deficit is lower than the budgeted deficit for this period.

MOTION

MOVED by Rick Robertson, SECONDED by Dan Ross, that the Board of Directors receive the Quarter 1 Financial Report as presented.

CARRIED

7.2 Governance Committee

7.2.1 Governance Committee Meeting Minutes (September 24, 2018)

The Governance Committee Meeting Minutes from September 24, 2018, were pre-circulated with the Board package for information purposes.

7.2.2 Governance Policy Manual

The Governance Policy Manual, in its final draft form, was pre-circulated with the Board package for final review and approval by the Board of Directors. Since the previous version circulated to the Board at the September 2018 meeting, minor edits have been completed to reflect changes identified through the Finance & Audit Committee. The Directors did not raise any further queries or changes.

MOTION

MOVED by Brian Orr, SECONDED by Rick Robertson, that the Board of Directors approve the Governance Policy Manual as presented.

CARRIED

7.2.3 Governance Committee Draft Work Plan – 2018-2019

The Governance Committee Draft Work Plan, for 2018-2019, was pre-circulated with the Board package for review and subsequent approval by the Board of Directors.

MOTION

MOVED by Brian Orr, SECONDED by Sally Martyn, that the Board of Directors approve the Governance Committee Work Plan for 2018-2019 as presented.

CARRIED

7.3 Quality & Safety Committee

7.3.1 Quality & Safety Committee Meeting Minutes (September 26, 2018)

The Quality & Safety Committee Meeting Minutes from September 26, 2018, were pre-circulated with the Board package for information purposes. The Board Scorecard and related quality indicators were previously reviewed by the Directors during the Lean Huddle. The publicly-posted patient safety indicators were also reviewed by the Committee.

7.3.2 Quality & Safety Committee Draft Work Plan – 2018-2019

The Quality & Safety Committee Draft Work Plan, for 2018-2019, was pre-circulated with the Board package for review and approval by the Board of Directors.

MOTION

MOVED by Sally Martyn, SECONDED by Peter van der Westen, that the Board of Directors approve the Quality & Safety Committee Work Plan for 2018-2019 as presented.

CARRIED

7.4 Lean Ad-hoc Committee

7.4.1 Verbal Report

Brian Orr provided a brief verbal report on the current activities of the Lean Ad-hoc Committee. Main points brought out were that the final meeting of the Lean Ad-hoc Committee is scheduled for Friday, October 19, 2018. The plan moving forward is to bring the Lean processes to the Board of Directors to determine what committee will be managing and monitoring the Lean practices in the future. Brian Orr also reminded the Directors of the upcoming Lunch & Learn - Lean White Belt Training for Directors on Friday, October 12, 2018 from 11:45am – 1:30pm.

8. Officer Reports

8.1 Board Chair Report

Cathy Crane made reference to her report that was pre-circulated with the Board meeting package. Key highlights included; the New Board Member and Committee member orientation

program, which provides a good review of governance processes. It was noted that these orientation materials could be found on the Board Portal under *Education Materials*. Cathy Crane's report also highlighted some recommended reading material – Brant Community Healthcare System (BCHS) - Investigation Report. This report was pre-circulated as part of the Board Meeting package.

8.2 President and CEO Report

Robert Biron made reference to his report that was pre-circulated with the Board meeting package. His verbal report highlighted the Strategic Plan update:

- Initial planning meeting between the Executive Team and consultants has taken place.
- We have branded the Strategic Planning process as IMAGINE 2023, Creating a Healthier Tomorrow.
- As a reminder, our kick off planning with our leaders (Board, MAC, management) is scheduled for Wednesday October 17th from 4 pm to 7:30 pm at Best Western - Stoneridge Inn.
 - Pre-circulated reading materials expected to be circulated by Wednesday October 10th.
- Community engagement activities are starting to be mapped out.
 - We will not be proceeding with the civic lottery / citizens' reference panel for the strategic planning process. The initial thinking was to encompass other objectives, particularly in working with STEGH's health system partners. The objectives were further assessed and management will revisit the idea in the future as the hospital strengthens internal capacity / resources.
 - Instead, STEGH will set up 3 or 4 Community Round Tables across our catchment area. To be successful in getting people to these events, the hospital will advertise through regular media channels and by asking our system partners to distribute the information. Robert Biron will be encouraging Board Directors to distribute the information through their own personal and professional networks.
 - In addition, we have connected with the Chamber of Commerce, County of Elgin and the STEGH Foundation for specific Roundtables. Others are being planned for health system partners.
- We have released a call to front line staff to apply to become a Values Ambassador. They will lead the discussions and engagement activities to evaluate our current values and consider new ones. The Board will have the opportunity to provide feedback as we progress through that process.

8.3 Chief of Staff Report

Dr. Waleed Chehadi made reference to his report that was pre-circulated with the Board meeting package. His verbal report highlighted the Health Link Coordinated Care Planning; which has the goal of identifying patients of the hospital who are high-users of services and be able to meet their needs outside the hospital setting. Another highlight was the IDEAS (Improving and Driving Excellence Across Sectors) Project – this is a ministry funded quality improvement-training program. The focus is on improving transitions of care for hospitalized patients with COPD (Chronic Obstructive Pulmonary Disease) and Heart Failure, with an ultimate goal of reducing readmission rates, length of stay and improved care.

The report also highlighted on-going challenges with regard to helping provide coverage at other local hospitals – specifically Tillsonburg and Strathroy Middlesex.

8.4 Foundation Report

Kathy Cook-noble made reference to the Foundation report that was pre-circulated with the Board meeting package. Her verbal report highlighted three main areas the Foundation is focusing on. Those being:

1. Revenue, expense and disbursement targets met.
2. A five-year strategic plan is being executed.
3. The Foundation is visible and respected throughout the community and within STEGH.

Information was shared regarding recent and upcoming fundraising activities.

MOTION

MOVED by Rick Robertson, SECONDED by Cathie Auger, that the Board of Directors receive the Officer Reports as presented.

CARRIED

9. Correspondence / Information

9.1 City of St. Thomas – August 29, 2018

A letter from Heather Jackson, Mayor, City of St. Thomas to the Minister of Health, supporting advocacy efforts for funding for medium sized hospitals was pre-circulated with the Board meeting package.

9.2 OHA Letter – September 26, 2018

A letter from Anthony Dale, President and CEO, Ontario Hospital Association to the Minister of Labour was pre-circulated with the Board package regarding amendments to the Employment Standards Act.

9.3 Brant Community Healthcare System – Investigation Report

A copy of the investigation report was pre-circulated with the Board meeting package and was referenced as recommended reading by the Board Chair.

10. In-Camera Meeting

10.1 Move to In-Camera

MOTION

MOVED by Rick Robertson, SECONDED by Deborah-Anne Hennessey, 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.

11. Termination of Meeting

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

MOTION

MOVED by Rick Robertson, SECONDED by Dan Ross, that the Board of Directors terminate the meeting.

CARRIED