

PERTH AND SMITHS FALLS DISTRICT HOSPITAL

Board of Directors' Meeting
Tuesday, April 26, 2011
Main Boardroom, GWM Site
07:30 hours

PRESENT: C. Beckett, L. Evans, L. Hendriks, Dr. P. Roney, M. Ross, R. Schooley, L. Sparks, *Chair*, D. Staples, T. Stepanuik

REGRETS: L. Bisonette, J. Brown, Dr. C. Ehrat, Dr. S. Muldowney, B. Strachan, K. Van Der Meer

IN ATTENDANCE: B. Allen, Vice President, Finance & Support Services, K. Kelly, Recording Secretary, C. Cassidy-Gifford, Manager, Quality, M. Guitard, President, GWM Auxiliary

1. CALL TO ORDER

The meeting was called to order by L. Sparks at 7:30 a.m.

2. CHAIR'S REMARKS

L. Sparks provided the following remarks:

- Black Tie Bingo – lovely, elegant event.
- A meeting was held with R. Hillier, MPP. It was noted that information regarding clinical services should be provided to Steve Clark, MPP, Leeds & Grenville.
- Executive Committee meeting was held on Thursday, April 21 at which the members discussed Freedom of Information legislation, CEO Evaluation. The Executive Committee members will meet again by telephone to develop draft goals and objectives.
- A physician recruitment meeting with local municipalities, CHCs, Community & Primary Care representatives is scheduled for May 3
- A meeting with municipalities to discuss financial issues has been tentatively scheduled for May 3. D. Staples noted that there is a meeting in Ottawa and that date will not be suitable for a few of the participants of the hospital meeting. K. Kelly and L. Sparks to coordinate another date.

At this point, L. Sparks invited M. Guitard, President, GWM Auxiliary to present her report. M. Guitard offered her thanks and appreciation on behalf of all auxiliaries for the kick off breakfast held in honour of volunteers. The event was well received. She reported that annual Genie awards was approaching (early May); the GWM Auxiliary annual general meeting is scheduled for May 25; 15 1st year students (Ottawa U) attending; gardening season upon us; annual bridge tournament – sold out; volunteer hours.

L. Sparks commented that the support of the auxiliaries has a positive impact on the hospital's financial situation from the perspective of hours of work put in by the Auxiliary.

3. APPROVAL OF AGENDA

RESOLUTION No. 41/11

MOVED by R. Schooley

SECONDED by L. Hendriks

THAT the agenda for the April 26, 2011 Board of Directors' meeting be approved as circulated.

CARRIED.

4. DECLARATION OF CONFLICT OF INTEREST

Nil.

5. CONSENT AGENDA

At this point, L. Sparks asked the members to review the consent agenda items and information and to bring forward any items that should be moved to the open meeting for comment and/or discussion.

RESOLUTION No. 42/11

MOVED by L. Evans

SECONDED by L. Hendriks

THAT the Consent Agenda be approved as presented.

CARRIED.

6. ACTION ITEMS

6.1 President & CEO Report – T. Stepanuik

T. Stepanuik referred the members to the "President & CEO Report" and apologized for the delay in sending out the information. He highlighted the following items:

- May 1 has been named, "Physician Appreciation Day" by political parties. He confirmed that medical staff are included with annual hospital employee and staff recognition events (service recognition, bbqs, etc.). The hospital will work on a separate event to recognize physicians and will keep the Board informed.
- Item 8.3 – Family Physician Shortage was discussed at this point.
- the Merrickville & District Community Health Centre will be launching the "Better Health Project" with a goal of enrolling 800 patients.

- the hospital is presently working on a visit with a husband/wife physician team;
- the husband is a GP/Anaesthesia and the wife is GP/OBS
- an offer was made to young physician (who was also been propositioned by Almonte). T. Stepanuik anticipates knowing the young physician's decision by the end of the week.

D. Staples reported that C. Saumure will be making a formal presentation to the Smiths Falls & District Chamber of Commerce on April 27. He asked that K. Kelly send the May 3 meeting notice to Nancy Unsworth, Nurse Practitioner. He also added that the proposed date for the meeting with all municipalities (May 13) be changed as most mayors will be attending a Parks Canada meeting in Ottawa that morning.

T. Stepanuik confirmed that the organization will be compliant with all declarations and attestations required regarding posting expenses. He will provide further comment later in the meeting.

A brief discussion ensued regarding pay equity, the requirement to conduct the pay equity review every two years and more specifically, the RPN issue that has been centrally adopted and identified. T. Stepanuik advised that the organization is working through this and he will provide an update at the May 2011 Finance Committee meeting.

The question was posed regarding the number of OPSEU employees are at the Perth and Smiths Falls District Hospital. T. Stepanuik will confirm the number of OPSEU employees.

RESOLUTION No. 43/11

*MOVED by L. Hendriks
SECONDED by D. Staples*

THAT the Perth and Smiths Falls District Hospital Board of Directors' hereby accepts the report of the President & CEO.

CARRIED.

6.2 CHIEF OF STAFF REPORT – DR. P. RONEY

Dr. Roney provided his Chief of Staff report to the members. He noted the following points:

- credentialing to be discussed during closed session
- a meeting was held with Dr. John Rudan regarding the surgical services component of the Clinical Services Roadmap. This matter will be discussed further under Item 8.1.
- he has directed the physician committees with various tasks and noted that the Health Records Committee has confirmed that most charts have been completed. The chart completion policy is working quite well.
- Dr. Wojski has announced her retirement and is working with Dr. McGregor to find a locum/replacement.
- Most energies have been spent on Clinical Services Roadmap
 - i. Discussion ensued regarding the direction of the initiative.

- ii. Two physicians (Morell, Anderson) have attended meetings regularly.
- iii. Format of sessions are not conducive to input.

RESOLUTION No. 44/11

MOVED by D. Staples
SECONDED by C. Beckett

THAT the report of the Chief of Staff be accepted as presented.

CARRIED.

6.3 Strategic Plan – L. Sparks

6.3.1 Date with TNG

L. Sparks advised the following:

- working on coordinating a date with TNG
- He suggested a special meeting of the board, if necessary
- He anticipates that the meeting would be approximately two hours

L. Hendriks advised that she is away May 10 – 17; D. Staples is away May 13. L. Sparks noted that he would like the meeting to be held before the May 24 Board of Directors' meeting. K. Kelly to send options to board members today.

6.4 Patient Declaration of Values – L. Hendriks/L. Bisonette

L. Hendriks reported that the values were developed through public consultations and an on-line survey. The results of the consultations and survey were collated. Once approved, the Patient Declaration of Values will be posted on the hospital website by June 1 as required. She then put forward a recommendation for the board's consideration:

RESOLUTION No. 45/11

MOVED by L. Hendriks
SECONDED by M. Ross

THAT the Perth and Smiths Falls District Hospital Board of Directors hereby accepts the recommendation of the Board Quality Committee to approve the Patient Declaration of Values as presented.

CARRIED.

7. CLOSED SESSION

At this point, the meeting of the Board of Directors moved to a closed session.

RESOLUTION No. 46/11

MOVED by R. Schooley
SECONDED by M. Ross

THAT the Perth and Smiths Falls District Hospital Board of Directors' hereby move in camera at 7:57 a.m.

FURTHER that K. Kelly, Recording Secretary and B. Allen, VP, Finance and Support Services remain for the duration of the in camera session.

CARRIED.

RESOLUTION No. 47/11

*MOVED by C. Beckett
SECONDED by M. Ross*

THAT the Perth and Smiths Falls District Hospital Board of Directors hereby move out of the in camera session at 8:53 a.m.

CARRIED.

Based on the closed session discussion, the following motions were put forward.

RESOLUTION No. 48/11

*MOVED by L. Evans
SECONDED by R. Schooley*

THAT the Board of Directors of the Perth and Smiths Falls District Hospital hereby accepts the recommendation of the Medical Advisory Committee as put forward by Dr. P. Roney, Chief of Staff and approves the following applications for privileges:

- Dr. Martha Holt, Courtesy privileges in Family with admitting privileges;*
- and*
- Dr. Anoush Kaprielian, Courtesy privileges in Family Medicine with admitting privileges.*

CARRIED.

RESOLUTION No. 49/11

*MOVED by C. Beckett
SECONDED by L. Hendriks*

THAT the Board of Directors of the Perth and Smiths Falls District Hospital hereby accept the report of the Governance Committee and the recommendation that based on the closed session discussions, the Governance Committee will further review its options to fill the upcoming vacancies in June 2011.

CARRIED.

RESOLUTION No. 50/11

*MOVED by R. Schooley
SECONDED by M. Ross*

THAT the Perth and Smiths Falls District Hospital Board of Directors hereby approves the draft 2011/2012 budget in principle as received by the Board;

FURTHER that it be known that there remains unknowns with regard to funding levels and the budget is approved with the understanding that various budget initiatives will need to be developed further.

CARRIED.

7. BUSINESS ARISING FROM MINUTES

7.1 South East Local Health Integration Network

7.1.1 Clinical Services Roadmap

T. Stepanuik advised that a number of documents have been posted on the portal and in the meeting materials.

At this point, Dr. P. Roney provided an update regarding the surgical services initiative:

- Dr. Rudan visited to speak with physicians. A further meeting (full day) is scheduled for Thursday, April 28. He referred the members to the letters to Dr. Rudan indicating the hospital's position.
- he feels that KGH is not providing the appropriate care to hospitals in the South East LHIN; that KGH is not meeting its tertiary mandate.
- he noted that the statistics that have been circulated about PSFDH do not accurately reflect the work being done at the PSFDH. He feels that the statistics are biased. He commented that the surgeons not only perform surgeries at our hospital, but they act as a resource to the Emergency Departments and other physicians.

L. Sparks expressed his concern that if all surgeries were to go to Kingston General Hospital, is KGH concerned that they will not be getting the appropriate funding. Discussion ensued. Dr. P. Roney commented that Dr. Rudan is viewing the situation with a strong KGH bias and is not looking at the situations logically.

T. Stepanuik reported that there will be a meeting on April 20 with the focus to be on clinical services roadmap and surgery. He noted that at the recent SE CHEF meeting, there was much disillusionment expressed to P. Huras, CEO, SE LHIN. P. Huras commented at the SECHEF meeting, that the members of SE CHEF have the power to remove any Clinical Services Roadmap initiatives from the list.

He further noted that he will be meeting today with Dr. P. Roney, Dr. T. Morell and Dr. P. Anderson to further discuss the next step in the process and to discuss is KGH's inability to meet its tertiary responsibility. The physicians have invested a significant amount of time on the clinical services roadmap initiatives, specifically, surgical services. They have done this for both the hospital and its patients.

T. Stepanuik reported that it was cited during the April 20 SECHEP meeting presentation, that the OR cancellation rate is an issue from the LHIN as to why integrated surgical plan is necessary. The cancellation rate at PSFDH is almost 0%.

At this point, R. Schooley raised the question of what the formal process would be to remove Perth and Smiths Falls District Hospital from the South East LHIN (and move to the Champlain LHIN.)

Note, Dr. P. Roney will provide requisite statistics to L. Sparks for his use at the upcoming SE LHIN Chairs meeting. L. Sparks noted that he will post the question at the SE LHIN Chairs meeting on how our hospital can proceed with changing LHIN. T. Stepanuik commented that a formal proposal would need to be prepared and sent to both LHINs and Minister Matthews

D. Staples added that the group needs to send a message that the letters sent have not been acknowledged by the SE LHIN.

The members discussed the difficulty and frustration with the on-line survey. It was noted that this process and the clinical services roadmap is taking the right to healthcare close to home away from rural citizens

RESOLUTION No. 51/11

MOVED by D. Staples
SECONDED by C. Beckett

THAT the Board of Directors of the Perth and Smiths Falls District Hospital hereby authorize L. Sparks, Chair to bring forward to the South East Local Health Integration Network Chairs' meeting, the concerns with the Clinical Services Roadmap and the process relating to the same;

FURTHER; L. Sparks will convey to the SE LHIN that our organization does not feel that the SE LHIN has considered the perceived bias presented and they have not been responsive to the hospital's concerns

CARRIED.

RESOLUTION No. 52/11

MOVED by
SECONDED by

THAT the Perth and Smiths Falls District Hospital Board of Directors supports the ongoing efforts of the Senior Leadership Council in their work with the Clinical Services Roadmap initiatives as created by the South East Local Health Integration Network.

CARRIED.

RESOLUTION No. 53/11

MOVED by R. Schooley

SECONDED by L. Evans

THAT the Perth and Smiths Falls District Hospital Board of Directors hereby directs L. Sparks, Chair to move forward with the proposal to change from the South East Local Health Integration Network to the Champlain Local Health Integration Network as the move would be in the best interest of patient care to move to Champlain LHIN.

CARRIED.

The members discussed the strength in leadership of the Champlain LHIN which may be more appropriate for patient care and needs. It was noted that going forward, this may be a better position (optically) to the community.

7.1.1.1 Clinical Services Roadmap Project Update

- see above.

7.1.1.2 Community Engagement Process

- see above.

7.1.2 SE LHIN Meetings

7.1.2.1 SE CHEF Meeting – T. Stepanuik

- see above.

7.1.2.2 Clinical Leaders Meeting – Dr. P. Roney/L. Bisonette

- see above.

7.2 Accreditation Update

L. Hendriks reported that a draft report was sent to Accreditation Canada for their initial review and feedback. The draft report was returned with a few small changes and was subsequently revised and resubmitted. The hospital has since received its accreditation certificate and is now fully accredited.

She also reported that Accreditation Canada has requested one additional item and C. Cassidy-Gifford has submitted the requested information. C. Cassidy-Gifford has been working with Accreditation Canada and will be following up today.

7.3 Family Physician Shortage – Smiths Falls – L. Sparks

- item was discussed earlier in the meeting.

7.4 SF Site Redevelopment – K. Van Der Meer/T. Stepanuik

In K. Van Der Meer's absence, T. Stepanuik reported that the building committee is scheduled to meet in May.

8. NEW BUSINESS

8.1 Freedom of Information & Protection of Privacy Act – T. Stepanuik

T. Stepanuik referred the members to the briefing note regarding the new legislation. He noted that this information has been discussed by the Board Quality Committee. He commented that this legislation will be labour intensive for hospital staff. He anticipates that there will be a number of requests made to the hospital once the legislation takes effect in 2012. He added that there is no specific funding attached to the implementation of this new legislation.

8.2 Executive Office Costs Reductions – T. Stepanuik

T. Stepanuik referred the members to the briefing note included in the meeting materials. He noted that the organization is required to review and remove 10% from the executive office budget. The hospital has opted to remove 5% this year and 5% next year.

He advised that the largest line items are salaries, insurance and membership fees (not in any rank order.)

8.2.1 Letter from SE LHIN dated April 1, 2011

- for information.

9. BOARD COMMITTEE REPORTS

9.1 Board Quality Committee – L. Hendriks

Due to the limited time, the presentation will be deferred to the May 2011 Board of Directors' meeting. L. Sparks asked K. Kelly to ensure that the item was placed high on the agenda. L. Hendriks advised that the next meeting date will be confirmed by email as she will be away for the scheduled date of May 12. She reported that per legislation, a new member was selected and has since joined that committee. The new member, K. Kehoe is a medical lab technologist currently working at the hospital. K. Kehoe has also acted in the capacity of Ontario Lab Accreditation coordinator for the hospital.

At the most recent Board Quality Committee meeting, the members reviewed the balanced scorecard presentation. Some members expressed concern with the clarity of information on the presentation. L. Hendriks stated that a new format is being considered and developed.

9.2 Executive Committee – L. Sparks

- reviewed discussions throughout the meeting.

9.3 Finance Committee – R. Schooley

9.3.1 Financial Summary

9.3.2 Monthly Financial Statements

9.3.3 2010/2011 Operating Forecast

R. Schooley provided a report from the Finance Committee. He noted that the organization finished the fiscal year with a \$600,000 (approximate) deficit. The organization will work next year and following year to produce a balanced budget or surplus.

He reported that the hospital has a working capital deficit of approximately \$7 million and noted that this matter has received some attention at the LHIN and provincial level. Discussion ensued regarding the impact of finishing the year with a deficit. T. Stepanuik stated that the LHIN could appoint a supervisor to review the hospital. However, he added that it is the LHIN's position that if a hospital's deficit is under 1%, the hospital is considered to be in a balanced position.

T. Stepanuik further reported that he will be formulating a briefing note for the review of the Finance Committee on the matter of engaging a supervisor or having a peer review conducted.

D. Staples commented that he feels that the organization has a strong equity argument and a supervisor will see that. Discussion ensued regarding the engagement of a supervisor.

10. BOARD EDUCATION

L. Sparks referred the members to the OHA education brochure provided. While most agreed that conferences such as this would be worthwhile to attend, it may be more prudent to meet with the LHIN.

11. OTHER BUSINESS

Discussion ensued regarding the approval of board meeting minutes and how they are approved in light of the recent change to the "consent agenda". C. Beckett noted that typically the minutes are included in the consent agenda items and not approved separately.

12. DATE OF NEXT MEETING

The next meeting will be held on Tuesday, May 24, 2011 at 07:30 hours, Main Boardroom, GWM Site.

13. ADJOURNMENT

RESOLUTION No. 54/11

MOVED by C. Beckett

SECONDED by L. Hendriks

THAT the meeting of the Perth and Smiths Falls District Hospital Board of Directors be adjourned at 9:52 a.m.

CARRIED.

"Larry Sparks"

"Todd Stepanuik"

Larry Sparks, Chair

Todd Stepanuik, Secretary