

PERTH AND SMITHS FALLS DISTRICT HOSPITAL

Board of Directors' Meeting
Tuesday, February 22, 2011
Main Boardroom, GWM Site
07:30 hours

PRESENT: C. Beckett*, L. Bisonette, J. Brown, L. Evans, L. Hendriks, Dr. S. Muldowney, Dr. P. Roney, R. Schooley, *L. Sparks, Chair*, D. Staples, T. Stepanuik, B. Strachan, K. Van Der Meer

REGRETS: Dr. C. Ehrat, M. Ross

IN ATTENDANCE: B. Allen*, Vice President, Finance & Support Services, K. Kelly, Recording Secretary

**via conference call*

1. CALL TO ORDER

The meeting was called to order by L. Sparks at 07:30 hours.

2. CHAIR'S REMARKS

L. Sparks provided the following remarks:

- A meeting was held with representatives of the Town of Smiths Falls; in attendance were B. Allen, B. Murphy, L. Sparks, D. Staples and Town of Smiths Falls employees. He noted that six (6) parking tickets have been issued to date;
- The tickets were issued under site plan and not under the Fire Code with warnings issued initially. He noted that the process was that after the 2nd time, a formal ticket was issued. Discussions took place at the meeting regarding the length of time a patient/family can have to "drop off" or "pick up"; further discussion took place regarding other options for drop off/pick up.
- He noted that additional signage has been placed in the Dialysis Department and in the Diagnostic Imaging Department to remind patients and family that it is a drop off/pick-up area only

D. Staples commented that only a handful of tickets have been issued since June 2010.

L. Sparks added that he is comfortable with the initial warning process and the organization needs to be mindful that the tickets are issued under site plan and not fire code. He commented that he anticipated closure on this issue.

Thanks to L. Bisonette, T. Stepanuik and the South East LHIN regarding the physician issue in Smiths Falls and the possible resolutions that have been generated by the Community & Primary Health Care (CPHC) and Community Health Centres for providing additional days and funding for clinics.

He reported that at the next South East LHIN Chairs' meeting, he will be speaking about the LCMH budget that was based on 0% funding increase and the impact on the programs and services.

At this point, L. Sparks welcome M. Guitard, President, GWM Auxiliary to the meeting. M. Guitard reported that the GWM Auxiliary continues to provide services such as the information desk portering, craft group, tea & toast and clinical support. GWM Auxiliary representatives attended the recent trade show for the gift shop. They are planning the annual bridge tournament to be held in June 2011. She added that the bridge tournament will be held at the home of Hon. James Bartleman.

M. Guitard also reported that gift shop sales have been high in the months of December and January.

L. Sparks thanked M. Guitard and the entire Auxiliary for their ongoing efforts and noted that the auxiliary always has good news to share.

3. APPROVAL OF AGENDA

RESOLUTION No. 16 /11

*MOVED by L. Hendriks
SECONDED by L. Evans*

THAT the agenda for the February 22, 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. 17/11

*MOVED by L. Hendriks
SECONDED by J. Brown*

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”. He highlighted the following items:

- Phase 3A move took place last week with the remaining moves today/tomorrow; all employees involved are very excited about relocating;
- operationally, the organization is preparing a multi-year budget
- a full budget (based on assumptions) will be presented at the March Finance meeting and then at Board meeting in March
- update on the sterilization issue (referenced in the CEO report).
 - L. Bisonette noted that if there is any question of possible contamination, the process is stopped immediately. It is anticipated that a solution will be in place by Thursday. She advised that this is not an infection control issue. Dr. Roney added that two scopes have been replaced.
 - T. Stepanuik commented that he appreciates Dr. Roney’s patience during this time as he has had to cancel some procedures.
- Quality Improvement Committee – a draft will be prepared and made available in March in accordance with legislation;
- negotiations – preparing for local negotiations (CUPE) – number of letters of understanding with LCMH, etc. these are being bargained locally. Letters do not have any end date.
- Meditech – T. Stepanuik reported that if the hospital moves forward with the Meditech upgrade, the hospital will not need to seek SE LHIN approval. The hospital will require the approve of the board to move forward with this upgrade (financing the project, etc.)

B. Strachan requested clarification regarding the “ER Workload”, specifically the numbers related to clinics. L. Bisonette confirmed that orthopaedics and urology are some of the clinics held in the ER.

RESOLUTION No. 18/11

MOVED by L. Hendriks

SECONDED by K. Van Der Meer

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 a verbal Chief of Staff report to the members. He provided a synopsis on the four priorities of the clinical services roadmap and noted that key messages from the SE LHIN such as the hospital’s need to have a well integrated IT system.

Dr. Roney also reported that Dr. Joannou has applied for funding to research suicide issues (mental health roadmap) and noted that it was good to have someone locally involved with this initiative.

He also reported that the surgical group received no information in advance of their recent meeting. The Hospital has two surgeons involved with this area.

Dr. Roney commented on the recent correspondence and discussions regarding Midwife services at our hospital. He noted that two groups/individuals are offering midwife services in community and the matter to have midwives on the hospital roster has been reviewed by the hospital and OBS department. Given the required manpower and possible patient care issues, the hospital does not feel it can provide safe midwife services at this time. However, this matter will be reviewed in the future. Dr. Roney added that Medical Advisory Committee supports this position.

Regarding physician recruitment, he reported that this is ongoing with some success as Dr. Cunniffe will be starting his practice soon in Perth.

He noted that there will be applications for credentialing to review and discuss during the closed session. He advised that almost all applications for renewal of privileges were received on-time this year and noted that a \$350 fine would be imposed on the physician if the applications were not completed.

RESOLUTION No. 19/11

*MOVED by B. Strachan
SECONDED by D. Staples*

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

CARRIED.

J. Brown requested clarification regarding the Clinical Services Roadmap and whether this initiative will ultimately provide better services and patient care. Dr. Roney commented that transportation continues to be a huge issue for this area. Lack of transportation is critical and he noted that the hospital currently has a policy on rapid repatriation which outlines the importance of having adequate transportation support available. Discussion ensued regarding whether or not a patient will have a say in where they receive their healthcare.

Dr. Muldowney commented that Shelley Graham, RN, ER can be heard on CBC radio and television tonight to discuss mental health and suicide.

OR CLOSURES

RESOLUTION No. 20/11

*MOVED by R. Schooley
SECONDED by K. Van Der Meer*

The Board of Directors of the Perth and Smiths Falls District Hospital hereby accepts the recommendation of the Medical Advisory Committee to approve the March Break OR closure dates as follows:

- *Friday, March 11, 2011 at 17:00 hours until Monday, March 21, 2011 at 07:00 hours;*

AND Smiths Falls Site OR nursing staff will be on call for c-section coverage;

FURTHER that the above noted OR closures will include the closures of five (5) beds at the GWM Site (will close on Wednesday, March 16, 2011).

CARRIED.

6.3 Strategic Plan – Principle Risks – L. Sparks

L. Sparks reported that the principle risks will be circulated in March. It is planned to have a report from the various committees on what they see as the principle risks. He noted that time will be set aside at the March meeting to have a discussion on this topic. He added that we need to ensure that the board's principle risks work with operational plan.

6.4 Lanark County Mental Health 2011/12, 2012/13 Budget – R. Schooley

R. Schooley put forward the following resolution for the board's consideration:

RESOLUTION No. 21/11

MOVED by R. Schooley

SECONDED by L. Hendriks

THAT the Board of Directors of the Perth and Smiths Falls District Hospital hereby accepts the recommendation of the Finance Committee to approve the 2011/2012 and 2012/2013 budget and Housing Program Budget for Lanark County Mental Health;

FURTHER that the Chair and President & CEO are authorized to sign the above noted documents and submit the same to the South East Local Health Integration Network with a covering letter to be authored by T. Stepanuik, President & CEO and L. Sparks, Chair, Board of Directors.

L. Sparks opened the floor to discussion of the resolution and budget.

R. Schooley reported that at the recent Finance Committee meeting, M. Poulin, Executive Director, Lanark County Mental Health, attended and made a presentation on the two year budget (base on a 0% funding increase). He commented that M. Poulin offered a full explanation on the impacts of the 0% budget and the mitigation of the 0% increase. As an aside, R. Schooley stated that M. Poulin is retiring this year and the hospital and LCM will miss his presence.

L. Sparks added that 0% budget increase would put approximately 25 clients at risk. This is the concern that he will bring forward at tomorrow's South East LHIN Chairs'

meeting. R. Schooley advised that due to the 0% funding increase, a contract position was being removed.

Discussion ensued regarding the impact on the clients who will be without a caseworker. L. Sparks added that M. Poulin was good at making money work and providing an intense service to the area.

D. Staples commented that he attended recent mental health sessions held for the education sector. He supported the need for the hospital to state its position regarding no funding increases and increased case loads. He added that case loads are being managed without funding increases which ultimately leads to longer waits. There is a definite need to be proactive.

L. Bisonette clarified that Lanark County Mental Health support to the hospital Emergency Department is the provision of a mental health nurse from 8 a.m. to 8 p.m. Monday to Friday. This service is being reduced to Wednesdays only.

T. Stepanuik added that the board needs to be mindful that this proposal is scenario planning and may not be reality. He anticipates that Lanark County Mental Health will receive (1% funding) something greater than 0% increase which will offset the \$40,000 shortfall.

It was discussed at the Finance Committee meeting that a letter will be sent to the South East LHIN to show a balanced budget (with the 0% funding increases); the impacts; and that this is simply a strategy that the hospital is looking at, etc. He added that the organization needs to consider how M. Poulin will be replaced and review Lanark County Mental Health from a cost containment perspective to see how efficient the organization is.

T. Stepanuik stated that all transfer payment agencies have been requested to prepare a budget with 0% funding increase. L. Sparks recommended that the board not approve the resolution. He will present the situation at the SE LHIN Chairs' meeting and follow-up with G. Thompson, Chair, SE LHIN and P. Huras by letter.

L. Sparks asked for a vote on the motion presently on the table. It was noted that Resolution 21/11 was *DEFEATED – MOTION NOT CARRIED*.

L. Sparks and T. Stepanuik to author a letter to South East LHIN regarding the Hospital Board's position.

7. CLOSED SESSION

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

RESOLUTION No. 22/11

*MOVED by L. Hendriks
SECONDED by J. Brown*

THAT the Perth and Smiths Falls District Hospital Board of Directors' hereby move in camera at 08:25 hours;

FURTHER that K. Kelly, Recording Secretary remain for the duration of the in camera session.

CARRIED.

RESOLUTION No. 23/11

*MOVED by J. Brown
SECONDED by L. Hendriks*

THAT the Perth and Smiths Falls District Hospital Board of Directors hereby move out of the in camera session at 08:50 hours.

CARRIED.

RESOLUTION No. 24/11

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

THAT the Board of Directors of the Perth and Smiths Falls District Hospital hereby accepts the recommendation of the Medical Advisory Committee to approve the following applications and that:

- o Dr. Greg Caza - Courtesy Privileges in Anaesthesia Department;*
- o Dr. S. Farooq – change from Temporary Courtesy Privileges in Diagnostic Imaging (short form RTR) to Courtesy Privileges;*
- o Dr. A. Shaikh – change from Temporary Courtesy Privileges in Diagnostic Imaging to Courtesy; and*
- o Dr. B. Pleszewski – change from Temporary Courtesy Privileges in Diagnostic Imaging (short form RTR) to Courtesy.*

CARRIED.

8. BUSINESS ARISING FROM MINUTES

8.1 South East Local Health Integration Network

8.1.1 Clinical Services Roadmap

This item was discussed earlier in the meeting.

D. Staples noted that clinical services roadmap presentations have been made to Lanark County Council and Smiths Falls Council earlier this month. L. Sparks will advise G. Thompson, Chair, SE LHIN Board of Directors, that the Perth and Smiths Falls District Hospital was not made aware of the dates for the presentations.

8.1.2 SE LHIN Meetings

8.1.2.1 SE CHEF Meeting – T. Stepanuik

T. Stepanuik reported that at the most recent SE CHEF meeting, discussion ensued on matters such as HIRF; Accountability agreements; Quality Improvement Plan; and the clinical services roadmap.

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

- nothing to report.

8.1.2.3 SAA Obligations – T. Stepanuik

T. Stepanuik reported that the South East LHIN has an expectation that the Service Accountability Agreement will be forwarded to the South East LHIN...

8.2 Accreditation Update

T. Stepanuik advised that the hospital will be providing a report to Accreditation Canada in March 2011. The information will be shared with the Board Quality Committee and the Board in March. The hospital continues to investigate one area regarding the interpretation of one standard related to the locking of the pharmacy department during business hours. L. Bisonette commented that the pharmacy was relocated into the clinical area at the Smiths Falls Site. She added that it would be moved to the clinical area at the GWM site, if it was possible. The new location in the clinical area promotes teaching, consults, etc.

8.3 Family Physician Shortage – Smiths Falls – L. Sparks

T. Stepanuik added that an email was received February 12 from P. Huras indicating that the South East LHIN will be providing \$31,000 to provide additional support Community Health Centre and Community & Primary Health Care.

A meeting was held on February 11 with N. Unsworth, Nurse Practitioner, from the Community Health Centre. She advised that she anticipates being operational in late 2011.

T. Stepanuik also reported that a proposal was put forward to augment the days of the CPHC mobile unit in Smiths Falls. He added that the hospital will act as paymaster for this initiative.

T. Stepanuik reported that there is funding available (approximately \$250,000 available for CHC, CPHC). He noted that the hospital has requested \$97,000; SM – will the CHCs be providing support to in-patients – discussion regarding frustrations with the lack of in-hospital care from CHC physicians for the CHC patient.

Discussion ensued regarding CHC physicians attending to their in-patients. Dr. S. Muldowney advised that the Lanark CHC currently supports its patients while the Merrickville/Smiths Falls CHCs have opted to not support patients as they do not feel it is part of their respective mandate. She added that this is inappropriate and creates a huge responsibility for the existing physicians at the Smiths Falls Site. T. Stepanuik noted that it was this issue that led the hospital to the implementation of the hospitalist program.

J. Brown requested information on the CPHC mobile unit. L. Sparks advised that per R. Kitson, Executive Director, CPHC, the mobile unit continues to be quite busy in Smiths Falls. The information regarding the mobile unit's availability/schedule has been circulated in recent media releases.

R. Schooley suggested that this issue should prompt a study to determine how many people have multiple chronic illnesses. This should be determined so as not to delay the needs.

L. Sparks commented that the group has been focusing on the necessary short term solutions, yet there needs to be discussion on the long term issues. L. sparks will contact P. McKenna, Executive Director, Merrickville & District Community Health Centre and J. Doherty, Executive Director, Valley Heartland.

D. Staples suggested that the existing group continue to meet in an effort to bring long term solutions to the physician shortage. L. Sparks will schedule a meeting in the coming weeks.

9. NEW BUSINESS

9.1 Board Self Evaluation – L. Sparks

L. Sparks advised that the blank evaluation documents have been sent out with a completion date of March 2, 2011. He added that the CEO Evaluation will be sent out for completion in March/April.

9.2 Chief of Staff Evaluation – L. Sparks

- see above.

10. BOARD COMMITTEE REPORTS

10.1 Liaison Committee – L. Evans

L. Evans advised that she continues to work on the matter. She also noted that she has fundraising tickets available for the Smiths Falls Community Hospital Foundation "Win Wine for a Year" event.

10.2 Finance Committee – R. Schooley

10.2.1 Financial Summary

10.2.2 Monthly Finance Statements

10.2.3 2010/2011 Operating Forecast

R. Schooley reviewed the financial report for the month of January. He noted that the deficit for January was \$53,240. He added that the updated year end projection is at approximately \$485,000.

Some of the contributing factors to the deficit are:

- LHIN/MoHLTC wait-time revenue;
- Private/semi-private/co-payment revenues;
- Salaries and benefits; and
- Medical staff remunerations.

R. Schooley added that specific information regarding the 2011/2012, 2012/2013 budgets will be brought to Finance for initial discussion in March and further discussion at the board level in March.

J. Brown asked for additional information regarding the WSIB surcharge. R. Schooley advised that this matter has been discussed at Finance and work is being done to identify why the hospital is in a surcharge position.

A brief discussion took place regarding the PCOP funding received to date and the additional PCOP dollars requested.

10.3 Board Quality Committee – L. Hendriks

L. Hendriks reported that the Board Quality Committee reviewed and discussed a draft Quality Improvement Plan. She also noted that the committee has completed patient consultation focus groups for the patient declaration of values initiative. She noted that these sessions were not well attended; however, it was a good opportunity to speak with the attendees. She stated that there were common themes among each group.

It is the intention to develop a draft patient declaration of values and publish in local newspapers with comments to be forwarded back to the hospital on the draft. The hospital is required to complete this process by June 2011.

The Board Quality Committee continues to work on other requirements of The Excellent Care for All Act and the composition of the board quality committee. She noted that the Governance Committee is also working on this aspect.

R. Schooley commented that the board periodically received quality reports and requested that they be shared going forward, if possible. L. Hendriks confirmed that these report would be made available in March.

10.4 Governance Committee – C. Beckett

C. Beckett reported that the Governance Committee met recently to discuss K. Van Der Meer's written request. She reported that K. Van Der Meer requested to remain on the Board of Directors and on the Building Committee. The committee rendered a decision to have K. Van Der Meer remain on the committee. However, he cannot remain on the board. He can then apply to be chair of the Building Committee at the appropriate time. L. Sparks added that he has spoken with K. Van Der Meer on the matter.

10.5 Executive Committee – L. Sparks

L. Sparks reported that the Executive Committee met recently to discuss foundation funds and performance based pay. L. Sparks will schedule a meeting with M. Ashworth, Chair, SFCH Foundation.

As an aside, T. Stepanuik apologized for an oversight in his CEO's report, specifically, the inclusion of a staff member name in the report under page 1.

Building Committee – K. Van Der Meer

K. Van Der Meer noted that a Building Committee meeting would be scheduled in March and that new signage will be arranged for the Smiths Falls Site.

11. OTHER BUSINESS

Nothing at this point.

12. NEXT MEETING DATE

Going forward, board meetings will be held at the GWM Site. Committee meetings will be accommodated at both sites.

L. Sparks reminded the members of the upcoming GWM Foundation fundraising event, "Black Tie Bingo".

The next meeting will be held on Tuesday, March 22, 2011 at 07:30 hours, Main Boardroom, GWM Site.

13. ADJOURNMENT

RESOLUTION No. 25/11

MOVED by B. Strachan

SECONDED by L. Hendriks

THAT the meeting of the Perth and Smiths Falls District Hospital Board of Directors be adjourned at 09:27 hours.

CARRIED.

"Larry Sparks"

"Todd Stepanuik"

Larry Sparks, Chair

Todd Stepanuik, Secretary