

PERTH AND SMITHS FALLS DISTRICT HOSPITAL

Board of Directors' Meeting
Monday, January 25, 2011
Main Boardroom, SF Site
07:30 hours

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

REGRETS: Dr. C. Ehrat, L. Hendriks, Dr. S. Muldowney

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

**via conference call*

1. CALL TO ORDER

The meeting was called to order by L. Sparks at 07:33 hours.

2. CHAIR'S REMARKS

L. Sparks provided the following remarks:

- welcome to L. Bisonette as she is the newest member of the Board (per *Excellent Care for All Act* requirements)
- physician recruitment news – D. Staples to provide a positive update later in the meeting
- a conference call with the South East LHIN has been scheduled. He commented that the community has come together well and has been productive over the last month. He added that meetings will need to continue on a regular basis.
- He attended a managers' meeting yesterday. The premise of the meeting was to work on the operational plan of the strategic priorities. He understands from T. Stepanuik that the day-long session went well
- A meeting to discuss cash flow with the Smiths Falls Community Hospital Foundation will be held on Friday, January 28, 2011 at noon.
- A meeting was held with MPP Randy Hillier to discuss pertinent hospital issues.
- Reminder to the board members of the full-day meeting with the South East LHIN board of directors tomorrow in Kingston.
- L. Sparks also offered his apologies to L. Hendriks, L. Evans and K. Van Der Meer for missing their respective committee meetings last week.

3. APPROVAL OF AGENDA

RESOLUTION No. 2/11

MOVED by K. Van Der Meer

SECONDED by L. Evans

THAT the agenda for the January 25, 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. J. Brown asked that Item 5.5 – Notice of Submissions of CAPS (Community Annual Planning Submission) be removed for comment.

RESOLUTION No. 3/11

MOVED by D. Staples

SECONDED by R. Schooley

THAT the Consent Agenda be approved as presented with the removal of Item 5.5 – Notice of Submission of CAPS (Community Annual Planning Submission).

CARRIED.

J. Brown commented on Item 5.5 and the request contained in the correspondence to have information submitted to the South East Local Health Integration Network by February 21, 2011. She noted that this appears to be a rather short time frame from receipt of request to submission of information.

The following list represents the information found under, "Consent Agenda":

- 5.1 November 23, 2010* (regular meeting)
- 5.2 January 14, 2011* (special meeting)
- 5.3 Notice of a proposal to enter into a Service Accountability Agreement (Jan. 13/11)*
- 5.4 Notice of a proposal to enter into a Service Accountability Agreement (Lanark County Mental Health) (Dec. 17/10)*
- ~~5.5 Notice of submissions of CAPS (Community Annual Planning Submission) (Dec. 17/11)*~~
- 5.6 Letter from Town of Smiths Falls re: Private Members' Bill*
- 5.7 South East LHIN – Draft Minutes – November 22, 2010*
- 5.8 South East LHIN – CEO Report – December 14, 2010*
- 5.9 Letters of Thanks/Appreciation
 - Letter from S. Banton*
 - Letter from M. DiCola*
- 5.10 Auditor General Report – Briefing note*
- 5.11 Change Order Summary*

- 5.12 Phase 3A Transition*
- 5.13 Rural and Northern Health Care Framework – Stage 1(Briefing Note – Jan.14/11)*
- 5.14 Influenza Briefing Note*
- 5.15 Transfer Issues with Champlain LHIN Hospitals
- 5.15.1 Letter to Dr. J. Turnball, Chief of Staff, The Ottawa Hospital dated Nov. 26/10*
- 5.15.2 Response from Dr. J. Turnball, dated December 16, 2010*
- 5.16 Physician Recruitment - Dr. Parikh – Press Release Dec. 14/10*
- 5.17 Letter from J. Gorman re: fire lane issues at SF Site Dec.21/10*
- 5.18 Response to J. Gorman re: fire lane issues (Jan. 14/11)*
- 5.19 Letter to C. Fournier re: ICU flooring (Jan. 16/11)*
- 5.20 PCOP funding letters – October 22 & December 20, 2010*

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:

- a management strategic operational plan full day planning session was held on Monday, January 24, 2011 and it was a worthwhile session and all managers felt that it was productive
- the information and comments generated at the session will be refined and will outline what initiatives are already in place and what initiatives will be implemented in the coming months and years; responsibilities and available financial resources will be assigned to each operational priority.
- another management team session will be scheduled in February to further populate the priorities.

L. Sparks added he encouraged the management team to do this exercise annually.

T. Stepanuik reported that the GWM Foundation will be hosting a Black Tie event in support of IT initiatives (“computers on wheels”). More information to follow.

T. Stepanuik offered these additional comments and highlights from his CEO Report:

- PSFDH has entered into a shared services agreement with Brockville General Hospital. BGH will be contracting services from Perth and Smiths Falls District Hospital. The two hospitals will be sharing quality services. This is a great opportunity to utilize the best practices of both organizations.
- Regarding back office integration; South East LHIN has afforded agencies, such as Lanark County Mental Health, the option to opt out of back office integration initiatives. At this point, LCMH will not be moving forward with this initiative given the situation in place with PSFDH.
- R. Schooley asked if it would it be appropriate to market (newspaper article, etc.) the hospital to attract more patients (OBS)? T. Stepanuik answered that the OBS/GYN program was marketed during the recruitment of Drs. Chan and Kerner in 2008 with letters sent to area physicians and a media release. L. Bisonette would be reluctant to pursue at this point due to construction issues. Discussion ensued regarding the use of midwives.

RESOLUTION No. 4/11

MOVED by J. Brown
SECONDED by L. Evans

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 highlighted the following:

- Request has been sent to the clinical chiefs for input on the clinical strategic priorities; once received, this information will be forwarded to the medical staff for feedback; following this, the information will be sent to the MAC and then it will be shared with the Board of Directors;
- Clinical Services Roadmap – he will be attending the meeting tomorrow in Kingston;
- Physician recruitment – everyone is working diligently; there is a need to ensure in-patient coverage (via Hospitalist); he appreciates the hard work of the existing roster for hospitalist; a few recent graduates have expressed interested in fulltime hospitalist work (very encouraging).
- Dept of Anaesthesia – ongoing manpower issues (with the recruitment of the 2nd orthopaedic surgeon and OB/GYN).;
- Diagnostic Imaging –the organization is pleased to have Dr. Franic (Chief of Radiology in Hamilton) who will be retiring to this area and will be providing 2 weeks of coverage per month. This will bring us to 2.5 radiologists);

RESOLUTION No. 5/11

MOVED by J. Brown
SECONDED by D. Stales

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

CARRIED.

Discussion ensued regarding physician office space in Perth. T. Stepanuik advised that there may be room for one additional physician at this space in Perth. He clarified that a “turnkey” office would allow a physician to come to work and assume no other employment responsibilities, etc.

Item 9.3 – Family Physician Shortage – Smiths Falls

D. Staples conveyed the community’s concerns with the untimely passing of Dr. Murty and the closing of Dr. Minielly and Dr. Casserly’s practices due to retirements. He applauded the efforts of L. Sparks, T. Stepanuik and L. Bisonette for their ongoing efforts. He noted that meetings have been held with the Town of Smiths Falls , Community Health Centres, Community & Primary Health Care (R. Kitson), South East LHIN representatives and physicians. He added that Dr. Murty’s son,

Colin has also participated. He is encouraged by these meetings as they have the right mix of people around the table.

D. Staples highlighted the following points:

- one media release has been circulated;
- a 2nd release is being drafted (based on the last meeting)
- the Town of Smiths Falls (along with other agencies) have received a number of calls from community and interested parties.
- offers to develop space into turnkey operations have been made:
 - three calls were received:
 - Saumure's are proceeding with their plans to increase physician turnkey space at Cornelia Court;
 - this new space will accommodate 4-6 new physicians
 - offers to develop/modify space at former medical building (William Street and Maple Avenue)
- he suggested that Saumure's connect with Abby Leavitt from Health Force Ontario.
- another meeting is to be scheduled in the coming week.

L. Sparks indicated it would be appropriate that the hospital lead in this initiative, however, he would anticipate that the hospital would transition to a participant who follows and participates on the committee lead by the community

Dr. S. Muldowney arrived at the meeting at 8:10 hours.

6.3 Strategic Plan – Principle Risks – L. Sparks

L. Sparks reported that based on the January 14, 2011 meeting with the Board and TNG, the group discussed the issues that the board needed to have oversight. He has asked T. Stepanuk to identify the principle risks and prepare a list that can be reviewed and discussed at the February Board of Directors' meeting.

6.4 Auditor General's Report – SE LHIN Hospital Attestations – L. Sparks

L. Sparks referred the members to the letter (dated December 21, 2010) included in the meeting materials regarding the request from the SE LHIN. Discussion ensued. There is a need to attest to the LHIN that the Perth and Smiths Falls District Hospital's purchasing and consulting practices are in compliance with the Auditor General's report.

T. Stepanuk noted that 16 hospitals were reviewed and added that our hospital was proactive in sending a media release. This release was sent to the LHIN. T. Stepanuk advised that there are no issues with L. Sparks signing the letter.

RESOLUTION No. 6/11

MOVED by J. Brown

SECONDED by D. Staples

THAT the the Perth and Smiths Falls District Hospital Board of Directors hereby authorizes Larry Sparks, Chair, Board of Directors to provide a response to the request made by the South East Local Health Integration Network in its letter dated December 21, 2010 regarding the internal practices and controls of the Perth and

Smiths Falls District Hospital as they relate to the Auditor General's Report, "Consultant Use in Selected Health Organizations".

CARRIED.

6.5 Bill 46 – The Excellent Care for All Act 2010 – C. Beckett

C. Beckett reported on the matter and noted that this is a matter of clean up for the hospital corporation by-laws; outlining the board quality committee composition.

She brought forward a recommendation on behalf of the Governance Committee and in L. Hendrik's absence (on behalf of the Board Quality Committee). She referred the members to the briefing note that was circulated on Friday, January 21, 2011 by email.

RESOLUTION No. 7/11

MOVED by J. Brown

SECONDED by K. Van Der Meer

The Board of Directors of the Perth and Smiths Falls District Hospital hereby accepts the recommendation of the Board Quality Committee and Governance Committee to ensure compliance with Bill 46 The Excellent Care for All Act, that the terms of reference for the Quality Committee be modified as it relates to composition to include the following:

- a) One representative of the Medical Advisory Committee;*
- b) Chief Nursing Executive;*
- c) Chief Executive Officer;*
- d) One individual who is an employee of the hospital and who is not a physician or a nurse;*
- e) Other people as appointed by the Board of Directors; and*
- f) At least three voting members of the Board of Directors.*

CARRIED.

J. Brown requested clarification regarding the definition of "nurse". A "nurse" cannot be an RPN or RN, but could be a PSW. T. Stepanuik confirmed that the Governance Committee will look at the selection process for the person noted in Item (d).

6.6 Annual Accessibility Plan – T. Stepanuik

T. Stepanuik referred the members to the Annual Accessibility Plan included in the meeting materials. He noted that the plan is for the duration of December 2010 until December 2011. B. Allen is the Chair of this committee.

RESOLUTION No. 8/11

MOVED by J. Brown

SECONDED by M. Ross

The Board of Directors of the Perth and Smiths Falls District Hospital hereby approve the Annual Accessibility Plan for the Perth and Smiths Falls District Hospital for the period of December 2010 to December 2011.

FURTHER that this Annual Accessibility Plan will be posted on the hospital website.

CARRIED.

J. Brown requested an update regarding parking issues with town by-law officers as it related to the accessibility plan. B. Allen advised that there have not been too many problems in the last year given that additional spaces are now available. Discussion ensued regarding the issue of stairs located between hospital and medical centre (GWM Site). T. Stepanuik advised that it was cost prohibitive to construct a ramp.

7. CLOSED SESSION

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

RESOLUTION No. 9/11

*MOVED by D. Staples
SECONDED by M. Ross*

THAT the Perth and Smiths Falls District Hospital Board of Directors' hereby move in camera at 08:17 hours;

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

CARRIED.

RESOLUTION No. 10/11

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

THAT the Perth and Smiths Falls District Hospital Board of Directors hereby move out of the in camera session at 08:45 hours.

CARRIED.

RESOLUTION No. 11/11

*MOVED by Dr. P. Roney
SECONDED by B. Strachan*

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:

- *Dr. Tag Danforth be granted Courtesy privileges in the Emergency Department with Admitting privileges;*
- *Dr. S. Farooq be granted temporary Courtesy privileges in Radiology.*

CARRIED.

Resolution No. 12/11

MOVED by M. Ross

SECONDED by R. Schooley

THAT the Perth and Smiths Falls District Hospital Board of Directors hereby direct Larry Sparks and Todd Stepanuik to engage the municipalities to discuss funding issues and capital funding.

CARRIED.

8. BUSINESS ARISING FROM MINUTES

8.1 South East Local Health Integration Network

8.1.1 Clinical Services Roadmap

T. Stepanuik reported that meetings are ongoing. There was a SE CHEF meeting last week however, there were no formal presentations from the working group. Information was provided regarding community engagement. There were no formal recommendations to this point. He commented that the South East LHIN needs to be sensitive that the hospitals manpower is limited when requesting information, etc. New timelines have been circulated but have not yet been reviewed. K. Kelly will send information upon receipt for tomorrow's meeting with SE LHIN in Kingston.

L. Bisonette noted that requested work and information are voluminous and she concurred that the South East LHIN staff are not cognizant of the work involved with the imposed requests. She added that the South East LHIN does not have any clinical members on staff.

T. Stepanuik stated that he attended a meeting last week with Dr. Roney, Dr. Morell, Dr. Anderson to discuss the surgical services stemming from the clinical services roadmap. He noted that the meeting was very productive and generated a strategic direction.

Dr. P. Roney confirmed that Drs. Anderson and Morell participate on the surgical group and they have experienced high levels of frustration with this specific group which is chaired by the head of surgery at Kingston General Hospital.

8.1.2 SE LHIN Meetings

8.1.2.1 SE CHEF Meeting – LHIN High Level Priorities – T. Stepanuik

T. Stepanuik referred the members to the "LHIN High Level Priorities" document included in the package. He clarified that the document was not generated by the South East LHIN. It was generated by and adopted by all 14 LHIN CEOs. This document is for member information.

Discussion ensued. J. Brown advised that she will be attending the Good Roads Conference at the end of February and that Minister Matthews will be in attendance. She noted that there may be an opportunity to ask the Minister questions. T. Stepanuik offered to prepare questions for J. Brown.

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

- discussed earlier.

8.2 Accreditation Update

C. Cassidy-Gifford provided an update on the hospital's accreditation and final submission. She noted that the submission date remains unchanged at March 31, 2011. She added that the hospital is in a position to submit the requested information now.

8.3 Elmgrove Schedule One Psychiatric Facility – Dr. P. Roney/L. Bisonette

Dr. Roney commented that there was minimal information to provide. He reported that Elmgrove is a Schedule One facility located in Brockville. L. Bisonette added that a meeting has been scheduled and noted that there was a need over the recent holiday to utilize this service. She noted that the facility will not take patients between midnight and 8 a.m.

Dr. Roney stated that the clinical chiefs have been involved. R. Schooley asked what is happening with high risk patients that require this service. L. Bisonette answered that high risk patients can go to Cornwall.

L. Bisonette advised that patients are transferred by police or police and ambulance. The type of transfer is dependent on the nature of the case.

8.4 Bill 122 Broader Public Sector Accountability Act, 2010 – T. Stepanuik

- Nothing to report.

9. NEW BUSINESS

9.1 Board Self Evaluation – L. Sparks

L. Sparks offered the following comments:

- it is too early to start changing the process.
- He requested that the documents could be circulated for the board's consideration
- Complete and submit questionnaire for collation
- Make attempts to get evaluation on a fiscal year basis.

9.2 Chief of Staff Evaluation – L. Sparks

- see above re: board self evaluation

9.3 Family Physician Shortage – Smiths Falls – Dr. P. Roney

- This matter was discussed previously.
- Dr. P. Roney thanked D. Staples for the leadership role that he is taking with this matter.

9.3.1 Access to Patient Care (Dr. Murty)

- This matter was discussed earlier in the meeting.

10. BOARD COMMITTEE REPORTS

10.1 Liaison Committee – L. Evans

- nothing further to report at this point.

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 reported that T. Stepanuik and B. Allen will be presenting options at the February Finance Committee (high level options). L. Sparks requested that, if available, that any PCOP information be included at that point. He added that he will be speaking with MPP R. Hillier's office today regarding the matter.

R. Schooley reminded the members that any current year deficit will be carried forward to next year.

10.2.4 HAPS Update

- see above.

L. Evans asked if the CT scan was generating revenue. B. Allen commented that the organization is starting to do procedures for other hospitals and there will be revenue. However, at this point, the program is revenue neutral.

K. Van Der Meer requested an update on the status of the orthopaedics program and if the 2nd surgeon has made an impact. B. Allen confirmed that the 2nd surgeon has been helping the situation, however, the numbers fell short in December and as such, the hospital has returned money to the LHIN (reallocation).

10.3 Board Quality Committee – L. Hendriks

- nothing to report.

10.4 Governance Committee – C. Beckett

L. Sparks provided the Governance Committee report on behalf of C. Beckett. He referred the members to the enclosed briefing note regarding the *Excellent Care for All Act*. He noted that this item was discussed earlier in the meeting. The changes stemming from this legislation change will be incorporated into by-laws and terms of reference for impacted committees.

L. Sparks added that the recruitment process will be commencing in the coming weeks. He noted that the standard ad will be used however, it will be modified by deleting reference to geographic locations.

A meeting was held with municipal representatives regarding representation on the board. It seemed to be the consensus of those in attendance that the current board representation was sufficient.

RESOLUTION No. 13//11

MOVED by J. Brown

SECONDED by L. Evans

THAT the Perth and Smiths Falls District Hospital Board of Directors hereby directs the Governance Committee to modify the existing Corporation by-laws to incorporate changes set out in the Excellent Care For All Act, specifically to committee membership.

CARRIED.

Discussion then took place regarding the ability of committee members to make or move a motion and to vote at the committee level (and not at the board level).

RESOLUTION No. 14/11

MOVED by K. Van Der Meer

SECONDED by M. Ross

THAT the Perth and Smiths Falls District Hospital Board of Directors hereby permits the President & CEO, Chief Nursing Officer, Chief of Staff, President & Vice President of the Medical Staff to make and move motions and to vote at the committee level.

CARRIED.

10.5 Building Committee – K. Van Der Meer

K. Van Der Meer provided a reported based on the recent Building Committee meeting. He reported:

- a meeting was held on January 21, 2011;
- the project is progressing well;
- A project schedule was circulated at meeting. He noted that the schedule is Aecon's schedule and that the hospital has not adopted it.
- February 14 – Phase 3A will be turned over to the hospital. The move will be done by internal staff and HCR will not be contracted for the move.
- Phase 3B will continue. The anticipated completion date of project is October 25, 2011.
- Letters in package – being dealt with by administration
- A site tour (of Phase 3A) was offered to the Building Committee members.
- Ongoing discussions have taken place to resolve the fire lane issues with Town of Smiths Falls (letters included in package)

11. OTHER BUSINESS

Nothing at this point.

12. NEXT MEETING DATE

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

13. ADJOURNMENT

RESOLUTION No. 15/11

MOVED by K. Van Der Meer

SECONDED by D. Staples

*THAT the meeting of the Perth and Smiths Falls District Hospital Board of Directors
be adjourned at 09:30 hours.*

CARRIED.

"Larry Sparks"

"Todd Stepanuik"

Larry Sparks, Chair

Todd Stepanuik, Secretary