

PERTH AND SMITHS FALLS DISTRICT HOSPITAL

Board of Directors' Meeting
Tuesday, February 26, 2013
Main Boardroom, GWM Site
7:30 a.m.

PRESENT: D. Adshead, C. Beckett, L. Bisonette, J. Brown, L. Evans, *L. Hendriks, Chair*, Dr. M. Joannou, W. Johnson, Dr. P. Roney, M. Ross, R. Schooley, L. Sparks, B. Strachan

REGRETS: Dr. P. Cunniffe, D. Howard, M. Ross, D. Staples

IN ATTENDANCE: B. Allen, Vice President, Finance & Support Services, K. Kelly, Recording Secretary, M. Bell, President, GWM Auxiliary

1. CALL TO ORDER

The meeting was called to order by L. Hendriks, Chair at 7:45 a.m.

2. CHAIR'S REMARKS

L. Hendriks thanked the members for attending the official opening of the new digital imaging room at the GWM Site. She noted that the tour this morning of the room was impressive. She thanked the foundations and auxiliaries for their efforts each and every day.

L. Hendriks asked Marion Bell, GWM Auxiliary President to bring forward her report on the GWM Auxiliary. M. Bell thanked everyone for supporting the "Sweet Thursday" event. The event raised \$430. Further there were 1,536 volunteer hours for January and it is estimated that the volunteers will work 20,000+ hrs this year. She then offered a few quick facts about the GWM Auxiliary.

3. APPROVAL OF AGENDA

RESOLUTION No. 16 /13

MOVED by C. Beckett

SECONDED by R. Schooley

THAT the agenda for the February 26, 2013 Board of Directors' meeting be approved as circulated with the addition of Item 11.5 Quality/Qmentum Report – R. Schooley.

CARRIED.

4. DECLARATION OF CONFLICT OF INTEREST

Nil.

5. CONSENT AGENDA

At this point, L. Hendriks 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. 17/13

*MOVED by B. Strachan
SECONDED by L. Evans*

THAT the Consent Agenda be approved as presented with the removal of Item 5.1 South East LHIN Draft Minutes and Item 5.2 South East LHIN CEO Report.

CARRIED.

The South East LHIN minutes (reference to PSFDH Conservable Days Action Plan) and the South East LHIN CEO report were pulled from the "Consent Agenda" items and discussed.

6. ACKNOWLEDGEMENTS

6.1 Grateful Patient Letter – Gray – L. Bisonette

L. Bisonette referred the members to the grateful patient letter received recently from a patient, N. Gray, regarding her experience at the PSFDH.

7. ACTION ITEMS

7.1 Leadership Report – L. Bisonette

L. Bisonette referred the members to the leadership report prepared for the Board of Directors' information. She highlighted the following items from her report:

- SOS Day of Action is scheduled for Monday, March 4. She advised that she has spoken with the CUPE President regarding the event. She noted that if necessary, she will request the local police service provide a presence to ensure that all access points are available.
- the hospital underwent a Ministry of Labour inspection recently. The focus of the inspection was on workplace violence and staff safety. The inspection report was being shared this morning and M.L. Sample was attending that meeting. The sense is that PSFDH should better document the education received and shared with staff regarding workplace violence and safety.

Discussion ensued regarding sick time. L. Bisonette advised that there is an attendance management program in place at PSFDH. She offered to share the program with interested board members.

L. Bisonette confirmed that the employee flu vaccine rates did not include casual employees. The members questioned the OBS rates and lengths of stay. She provided detail on the process for minimizing "no shows" for tests while ensuring patient confidentiality. It was noted that "no shows" impact access to appropriate care for the patient along with loss of revenue. This item is being considered for the Quality Improvement Plan.

She referenced the "MORE^{ob}" program and the funding of approximately \$75,000 that PSFDH will receive for training.

RESOLUTION No. 18/13

MOVED by D. Adshead
SECONDED by R. Schooley

THAT the Leadership Report be accepted as presented by Linda Bisonette, President & CEO.

CARRIED.

7.2 CHIEF OF STAFF REPORT – DR. P. RONEY

Dr. P. Roney referred the members to the report of the Chief of Staff. He highlighted the following items:

- He referenced the Conservable Days Action Plan and the targets and milestones to date;
- Reference to the Clinical Services Roadmap, "Surgical Services Agreement"; It was noted that the one page memo will be re-circulated to the board. He noted that the agreement essentially formalizes what the SE LHIN hospitals have been doing for a number of years.
- Medical transcription update – there are ongoing issues. A pilot project is underway to have staff members work Saturdays to complete transcriptions. The possibility of allowing Health Records staff work from home is being explored.
- He advised that only physicians with privileges at the hospital have access to electronic patient records. He noted that Rideau Community Health Services (RCHS) physicians do not have privileges. This has been an ongoing discussion with RCHS.
- There was a gap in hospitalist coverage in March that has been resolved. The hospital still requires a few more hospitalists for the optimal complement.
- A 3rd internist is being considered for the program as well.

L. Bisonette referenced the grateful patient letter, specifically, Dr. McNally who is presently working with Dr. Muldowney. Dr. McNally's wife is a hospitalist at Brockville General hospital. Dr. Roney added that the development of the turnkey space at Cornelia Court has been quite helpful in the physician recruitment process.

Dr. Roney confirmed that the next OR closures will take place February 15 – 25 and again during the March Break.

RESOLUTION No. 19/13

MOVED by J. Brown
SECONDED by C. Beckett

THAT the Chief of Staff be accepted as presented by Dr. P. Roney, Chief of Staff.

CARRIED.

7.3 Governance Committee Items – M. Ross

7.3.1 Governance Process Policy No. 2.6.5 "Liaison Committee Terms of Reference

In M. Ross's absence, C. Beckett reported on the discussion held at the recent Governance Committee meeting wherein a further minor change was proposed for the Liaison Committee terms of reference. She noted that the terms were recently approved at the January meeting, but it was determined by the Liaison Committee that the membership should be kept small at this point with the option to expand as necessary. This suggestion was brought to the Governance Committee for their review and consideration. The change is being brought forward today for board approval.

RESOLUTION No. 20/13

MOVED by C. Beckett

SECONDED by R. Schooley

The Board of Directors of the Perth and Smiths Falls District Hospital hereby accepts the recommendation of the Governance Committee to approve the Governance Process Policy No. 2.6.5 "Liaison Committee Terms of Reference" as amended and presented.

CARRIED.

7.3.2 Board/Staff Relationship Policy No. 3.0 "Chief Executive Officer's Role"

C. Beckett provided background information on the policy put forward today for approval. She stated that the policy is brief but serves as an overarching policy. She highlighted the change and noted that reference to the CEO job description would direct the reader/user appropriately.

RESOLUTION No. 21/13

MOVED by C. Beckett
SECONDED by L. Evans

The Board of Directors of the Perth and Smiths Falls District Hospital hereby accepts the recommendation of the Governance Committee to approve Board/Staff Relationship Policy No. 3.0 "Chief Executive Officer's Role" as presented.

CARRIED.

7.4 Finance Committee – C. Beckett

7.4.1 Lanark County Mental Health 2011-2014 M-SAA – C. Beckett

C. Beckett reported that the Multi-Sector Accountability Agreement (MSAA) for Lanark County Mental Health. She confirmed that the Finance Committee reviewed the agreement and is recommending the document for board approval.

RESOLUTION No. 22/13

MOVED by C. Beckett
SECONDED by D. Adshead

The Board of Directors of the Perth and Smiths Falls District Hospital hereby accepts the recommendation of the Finance Committee to approve to approve the Multi-Sector Services Accountability Agreement (M-SAA) on behalf of Lanark County Mental Health;

FURTHERMORE that the Perth and Smiths Falls District Hospital Board of directors authorizes Lynda Hendriks, Chair, Board of Directors and Linda Bisonette, President & CEO to sign the M-SAA and submit it to the South East Local Health Integration Network prior to March 1, 2013.

CARRIED.

7.4.2 Lanark County Mental Health 2013-14 Supportive Housing Budget – C. Beckett

C. Beckett reported that the Supportive Housing Budget for Lanark County Mental Health was reviewed at the recent Finance Committee. The members posed questions to B. Allen regarding the use of the budget. The matter is being brought today for the approval of the full Board of Directors.

RESOLUTION No. 23/13

*MOVED by C. Beckett
SECONDED by W. Johnson*

THAT the Board of Directors of the Perth and Smiths Falls District Hospital hereby accepts the recommendation of the Finance Committee to approve the 2013/2014 Mental Health & Addictions Housing Program Budget for Lanark County Mental Health;

FURTHER that Lynda Hendriks, Chair and Linda Bisonette, President & CEO are authorized to sign the above noted document and submit the same to the South East Local Health Integration Network.

CARRIED.

7.4.3 HAPS 2013-14 – C. Beckett

C. Beckett reported that the HAPS budget was reviewed and discussed at the recent Finance Committee meeting. B. Allen reviewed the presentation for the members and noted that the hospital was proposing to submit a surplus budget to the South East LHIN on Friday, March 1, 2013.

RESOLUTION No.24/13

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

THAT the PSFDH Board of Directors hereby supports the 2013-14 Hospital Annual Planning Submission (HAPS budget) as presented and discussed today.

CARRIED.

7.4.4 Lanark County Support Services Perth Project – C. Beckett

C. Beckett reported on the Perth property purchase for Lanark County Support Services. This item and resolution was brought forward before HAPS presentation. C. Beckett reported that B. Strachan has been involved to look at the issues with construction and exercised due diligence (as much as possible). Further, the Finance Committee has received the clarifications from Gallipeau and they have discussed the information. The Finance Committee is comfortable with the information received.

RESOLUTION No. 25/13

*MOVED by C. Beckett
SECONDED by B. Strachan*

As a result of the clarifications received from Gallipeau Construction Ltd. at the February 1, 2013 meeting, the Perth and Smiths Falls District Hospital Board of Directors hereby accepts the recommendation of the Finance Committee to:

- a) Authorize the President & CEO to finalize the purchase of the Rideau Ferry Property by waiving the current conditions of rezoning and financing*
- b) Authorize the President & CEO to negotiate the construction of a 6,000 square foot building the Rideau Ferry Property with Gallipeau Construction Ltd at a cost not to exceed \$679,606*
- c) Authorize the President & CEO to arrange bridge financing for the project, not to exceed \$400,000;*
- d) Authorize the President & CEO to sign the contract with Gallipeau Construction Inc.*

CARRIED.

L.Bisonette thanked B. Strachan for his help and guidance.

8. CLOSED SESSION

RESOLUTION No. 26/13

*MOVED by L. Sparks
SECONDED by B. Strachan*

THAT the Board of Directors of the Perth and Smiths Falls District Hospital hereby move to a closed session 8:48 a.m. and L. Bisonette, President & CEO, B. Allen, Vice President, Finance & Support Services and K. Kelly, Recording Secretary, to remain for the discussion.

CARRIED.

RESOLUTION No. 27/13

*MOVED by C. Beckett
SECONDED by J. Brown*

THAT the Board of Directors hereby moves out of the closed session at 8:55 a.m.

CARRIED.

Physician Privileges

RESOLUTION No. 28/13

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

THAT the Perth and Smiths Falls District Hospital Board of Directors hereby accepts the recommendation of the Medical Advisory Committee and approves the following applications for privileges:

- *Dr. Kathleen Cunniffe – Courtesy Privileges, OR Assist;*
- *Dr. Crystal Cannon – Courtesy Privileges in Family Medicine; and*
- *Dr. Horrace Yu – Courtesy Privileges in Emergency Medicine.*

CARRIED.

Approval of Closed Session Notes

RESOLUTION No. 29/13

*MOVED by R. Schooley
SECONDED by C. Beckett*

THAT the closed session notes of the January 22, 2013 meeting be approved as circulated.

CARRIED.

9. BUSINESS ARISING FROM MINUTES

9.1.1 Clinical Services Roadmap/SECHEF Meeting – L. Bisonette

Dr. P. Roney reported that the clinical services teams continue to meet. The only significant advance is the general surgical agreement.

9.1.2 SE CHEF Meeting – L. Bisonette

L. Bisonette reported that that group reviewed the overall savings of hospital budgets. Each hospital was asked to provide an outline of budget plans and the potential impact on other organizations. She further reported that Kingston General Hospital has been in a “gridlock” position for a while. The group received a presentation from Dr. Zelt. She noted that PSFDH is not an issue with respect to repatriation (or a contributor to the “gridlock” at Kingston General Hospital.

Further, the general surgery agreement was approved by the CEO group.

9.1.3 Clinical Leaders – L. Bisonette/Dr. P. Roney

L. Bisonette reported that the group discussed accreditation, the transportation system proposal for SE LHIN and a common platform for patient information. She noted that the current transportation provider is Quality and they have submitted a proposal.

9.1.4 Primary Health Links in the South East LHIN – Dr. M. Joannou

Dr. Joannou provided an update on the health links initiative. She indicated that the core group is preparing a submission to the South East LHIN outlining the intent to form an area health link. The members of the core group are N. Unsworth, NP, M. Crapper, Executive Director, Country Roads Community Health Centre, Dr. Cunniffe, Vice President, Medical Staff, P. McKenna, Executive Director, Rideau Community Health Services, Dr. E. Riddick, GP, Westport area and Dr. Joannou, President, Medical Staff. The core group covers the various models in the community.

Further, the terms of reference have been developed and all primary care providers in the area have been notified of the initiative. In order to submit and move forward, the core group requires the 65% support. There has been good response to date.

Once the submission has been approved, the core group will develop a business plan and then extend invitation to all interested parties.

R. Schooley and L. Bisonette met with Mayor Fenik (Town of Perth) and community and primary care and health links was discussed. Mayor Fenik proposed hosting a health care summit and invite Dr. Jonathan Kerr to speak. Discussion ensued regarding the concepts and the need to focus groups such as the SOS group on matters such as this initiative.

The members discussed who should be included in the summit such as all area municipalities, Minister of Health and health care providers, to ensure that it does not become a Perth initiative. The Town of Perth would be seen as the host of the forum.

It was noted that the Lanark area providers have expressed interest in the health link, but they are not part of the South East LHIN.

L. Bisonette suggested that per the hospital’s strategic plan, now is time for the hospital to follow and support the primary health care group.

9.2 Family Physician Shortage – Smiths Falls – Update – L. Bisonette

- discussed earlier in meeting.

9.3 Smiths Falls Site Redevelopment – L. Bisonette/B. Allen

L.Bisonette reported that a “final” meeting will be held this week with the architects to review the outstanding deficiencies.

9.4 Performance Improvement Plan Update – L. Bisonette/B. Allen

B. Allen and L. Bisonette reported that the initiatives are progressing well. The next major initiative is the closure of 12 beds at the hospital. L. Bisonette confirmed that as of this morning, there were 28 empty beds. She does not anticipate there to be any issues with closing the beds as planned.

9.4.1 SE LHIN PIP Approval

- discussed earlier in the meeting.

9.4.2 EMC News Articles

- Hospital Unions to Picket – January 24, 2013
- Hospital CEO Quells Rumours – February 6, 2013
- SOS Hospital Groups Seeks Meeting – February 7, 2013
- Hospital Coalition Counters MPP Hillier – February 7, 2013

The above noted articles were provided for information.

L.Bisonette confirmed that she has spoken with the President of the local CUPE group. She advised that a day of action is planned for March 4 at noon at the Smiths Falls Site. She has cautioned the union president on maintaining order and to not allow participants impede access for any patient or visitor.

Dr. M. Joannou left the meeting at 9:16 a.m.

9.4.3 SOS Event – March 4, 2013 – L. Bisonette

- Discussed earlier in meeting;

10. NEW BUSINESS

10.1 Board Succession Planning – L. Hendriks

L. Hendriks raised the topic of succession planning for the board. She asked that if anyone is considering stepping down to advise K. Kelly at their earliest opportunity. She reported that D. Adshead will be stepping down in June 2013 and noted that she would be sad to see her leave. She noted that stemming from the last round of interviews, there was a successful applicant who will be contacted to confirm his ongoing interest in participating with the Board of Directors. If so, there may not be a need to interview at this time.

11. BOARD COMMITTEE REPORTS

11.1 Liaison Committee – February 4, 2013 – L. Evans

L. Evans reported that the inaugural meeting took place earlier this month. She felt that there was good discussion regarding committee direction. She reported that relationships are being developed with internal stakeholders such as the foundations and auxiliaries. The Liaison Committee is scheduled to meet with members of the Rideau Community Health Services Board of Directors and the Executive Director in March. The premise for this meeting will be to discuss board to board activities and opportunities for closer collaboration. L. Hendriks thanked L. Evans for her work to date.

Dr. Roney left the meeting at 9:18 a.m.

11.2 Governance Committee – February 19, 2013 – M. Ross

11.2.1 Fiscal Advisory Committee

L. Bisonette reported that during the review of the policies and procedures, the members noted that there is a “Fiscal Advisory Committee”. L. Bisonette advised that the Board’s responsibility is to ensure that there is such a committee in place as set out in the Public Hospitals Act. She confirmed that a committee does exist and she advised that a report will be brought to the board as the committee meets.

11.2.2 Dashboard

- provided for information

11.3 Finance Committee – February 22, 2013 – C. Beckett

11.3.1 Financial Summary

C. Beckett provided a summary from the recent Finance Committee meeting. She reported that the budget presented and approved for submission today shows a surplus next year. This year there will be a deficit of approximately \$300,000 with total deficit of \$1.3 million (inclusion of exit costs.)

She referred the members to the information circulated in the meeting materials and noted that it was part of the hospital strategic initiatives to get the working capital deficit and finances to an appropriate and workable level. She has requested that L. Bisonette and B. Allen prepare a multi-year plan to assist in tracking the progress. Further, she reported that the audit cycle will start in March with the intent to have the draft financial statements to the Board of Directors in May 2013.

B. Allen added that all redeployment meetings have concluded. He then confirmed that the final payment for voluntary exit costs will be approximately \$1 million as opposed to the initial projection of \$1.3 million in costs.

11.4 Executive Committee – Update – February 22, 2013 – L. Hendriks

L. Hendriks reported that the Executive Committee discussed the Chief of Staff contract negotiations and Hart Laundry.

11.5 Qmentum – R. Schooley

R. Schooley reported that the surveys for governance have been completed and submitted by the deadline. He offered thanks from C. Cassidy Gifford, Manager, Quality to the members who were involved in the survey completion. L. Bisonette added that all 14 teams have completed and submitted their respective survey responses.

R. Schooley highlighted one area in the governance team survey regarding board evaluation. He opened the floor to discussion on developing an evaluation process. L. Bisonette suggested that this specific standard be circulated to the board for their reference. She noted that the process has started with the incorporation of a general debriefing at the close of each meeting. Further, she commented that Carleton Place & District Memorial Hospital recently received exemplary status for their accreditation. She will invite T. Surko, Carleton Place CEO to attend and speak with the board.

Discussion ensued regarding various methods of evaluation such as a hard copy of evaluation distributed at the end of meetings, on-line surveys, etc.

This will be placed on the March Board Agenda to develop ideas at the board level and then send to the Governance Committee to further discuss and formulate an evaluation.

Please forward any board evaluation ideas to K. Kelly.

12. BOARD EDUCATION

12.1 GCE SESSION – MAXIMIZING GOVERNING PURPOSE

- Provided for information.

12.2 GCE SESSION – EFFECTIVE COMMUNICATION

- provided for information.

13 OTHER BUSINESS

Nil.

14 DATE OF NEXT MEETING

Tuesday, March 26, 2013, Main Boardroom, SF Site.

15 ADJOURNMENT

RESOLUTION No. 30/13

MOVED by L. Evans

SECONDED by R. Schooley

THAT the meeting of the Perth and Smiths Falls District Hospital Board of Directors be adjourned at 9:32 a.m.

CARRIED.

“L. Hendriks”

“L. Bisonette”

L. Hendriks, Chair

L. Bisonette, Secretary