

**PERTH AND SMITHS FALLS DISTRICT HOSPITAL**

Board of Directors' Meeting  
Tuesday, January 22, 2013  
Main Boardroom, SF Site  
7:30 a.m.

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

REGRETS: C. Beckett, Dr. P. Cunniffe, L. Sparks

IN ATTENDANCE: B. Allen, Vice President, Finance & Support Services, M.L. Sample, (Interim) Vice President, Patient Care Services, K. Kelly, Recording Secretary, M. Bell, President, GWM Auxiliary

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**1. CALL TO ORDER**

The meeting was called to order by L. Hendriks, Chair at 7:31 a.m.

**2. CHAIR'S REMARKS**

L. Hendriks wished everyone a happy new year.

**3. APPROVAL OF AGENDA**

*RESOLUTION No. 1/13*

*MOVED by L. Evans*

*SECONDED by D. Staples*

*THAT the agenda for the January 22, 2013 Board of Directors' meeting be approved as circulated.*

*CARRIED.*

**4. DECLARATION OF CONFLICT OF INTEREST**

Nil.

GWM Auxiliary report – M. Bell

- Total volunteer hours for the month of December 2012 was 1,862;
- Total hours from April 2012 to end of December was 16,048;
- Purchase of surgical table in recognition of auxiliary's 90<sup>th</sup> anniversary;
- Genie Awards at the GWM Site will be held again this year with three prizes at \$800 each; and
- The auxiliary will be reviewing the capital equipment list.

**5. INTRODUCTION OF MARY LU SAMPLE, INTERIM VP, PATIENT CARE SERVICES – L. BISONETTE**  
L. Bisonette introduced M. L. Sample as the Interim, Vice President, Patient Care Services. M.L. Sample will be providing support three days/week. L. Hendriks and Board welcomed M.L. Sample.

## **6. 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. 2/13*

*MOVED by R. Schooley  
SECONDED by D. Howard*

*THAT the Consent Agenda be approved as presented.*

*CARRIED.*

## **7. ACKNOWLEDGEMENTS**

### **7.1 Grateful Patient Letter – S. Swyers – L. Bisonette**

L. Bisonette referred the members to the grateful patient letter received recently from a patient, S. Swyers, regarding her experience at the PSFDH. L. Bisonette also relayed a wonderful story involving the OBS clinic and OR department.

A patient attended a recent OBS clinic and during the clinic visit, the staff and physicians were alerted to possible complications. Within seven minutes of identifying an issue, the mother was brought to the OR for a crash c-section. The baby was delivered successfully and is doing well.

L. Bisonette stated that a letter to all staff and physicians involved acknowledging their part will be written.

## **8. ACTION ITEMS**

### **8.1 Leadership Report – L. Bisonette**

L. Bisonette referred the members to the leadership report prepared for the Board of Directors' information. L. Bisonette confirmed that as of this morning, there were only 16 ALC patients in hospital with 12 patients seeking a long term care bed and the remaining four being palliative.

She reported that bi-weekly meetings are held to review each patient to determine status and next steps.

D. Staples asked if the ER workload has been reduced with the opening of the nurse practitioner clinic. L. Bisonette commented that it may be too early to determine its impact.

L. Bisonette further commented that a utilization survey was sent to 150 SF residents who travelled to the GWM ER. More information to follow.

Discussion ensued regarding the influenza vaccination rate of hospital staff and the rationale for it being low. M.L. Sample commented that approximately 50% of staff have been vaccinated.

PSFDH does not mandate that employees be vaccinated.

L. Bisonette referenced the information in the report dealing with the foundation and grateful patient letters. She reported that she discussed the matter with the SFCH Foundation and she feels that until one letter can be sent from both foundations, the matter cannot move forward as it should.

*RESOLUTION No. 3/13*

*MOVED by M. Ross*  
*SECONDED by B. Strachan*

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

*CARRIED.*

## **8.2 CHIEF OF STAFF REPORT – DR. P. RONEY**

Dr. P. Roney referred the members to the report of the Chief of Staff. He noted that the next OR closure is scheduled for February 15-25, 2013. He reported that work is ongoing on the Conservable Days matter. He added that a condition of the PIP approval is tied to the reduction of conservable days. He commented that much is being learn from other hospitals on how to code and capture information more effectively.

He confirmed that the target of 32 physicians completing the satisfaction survey (conducted by NRC Picker) has been attained. The hospital is awaiting a report on the outcomes. This survey was a requirement of the *Excellent Care for All Act*. This will be shared with the Board.

A new hospitalist agreement has been completed and is in the process of being signed-off by the parties.

The members discussed the availability of clinics (paediatrics and ENT.) L. Bisonette confirmed that there is a weekly paediatric clinic at the GWM Site. The hospital is looking to have an ENT clinic restarted. Further, recruiting efforts continue, but it has been difficult to recruit for a dermatology clinic.

*RESOLUTION No. 4/13*

*MOVED by J. Brown*  
*SECONDED by M. Ross*

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

*CARRIED.*

## **8.3 Governance Committee Items – M. Ross**

### **8.3.1 Governance Process Policy No. 2.6.5 “Liaison Committee Terms of Reference**

M. Ross referred the members to the proposed terms of reference. He reported that the per the Board’s request, the Governance Committee reviewed and discussed the draft terms for further development. Based on that discussion, the terms were being presented for Board approval today. The premise for the committee is to improve relations with other healthcare and community partners.

*RESOLUTION No. 5/13*

*MOVED by M. Ross*

SECONDED by J. Brown

*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 presented.*

CARRIED.

**8.3.2 Governance Process Policy No. 2.6 "Board Committees Structures"**

M. Ross referred the members to the listing. He noted that this item was circulated at the last Board of Directors' meeting and was reviewed at the recent Governance Committee meeting.

L. Bisonette provided background to the Fiscal Advisory Committee and outlined that it is a requirement of the *Public Hospitals Act (PHA)* and will include representatives from unions and hospital. She added that FAC meetings were held during the PIP process. M. Ross advised that more information will be provided at the next meeting.

RESOLUTION No. 6/13

MOVED by M. Ross

SECONDED by B. Strachan

*The Board of Directors of the Perth and Smiths Falls District Hospital hereby accepts the recommendation of the Governance Committee to approve Governance Process Policy No. 2.6 "Board Committee Structures" as presented.*

CARRIED.

**8.3.3 Proposed By-Law Change – Article 14 – Committees of the Board**

M. Ross referred the members to the proposed by-law change. It mirrors the policy, "Board Committee Structure". If approved today, this item will be brought forward for approval at the next AGM.

RESOLUTION No. 7/13

MOVED by M. Ross

SECONDED by D. Staples

*The Board of Directors of the Perth and Smiths Falls District Hospital hereby accepts the recommendation of the Governance Committee to approve the proposed changes to Article 14, Committees of the Board, of the Hospital Corporation By-Laws;*

*FURTHER that the by-law will be put forward for approval by the Corporation Membership at the next annual general meeting.*

CARRIED.

**9. CLOSED SESSION**

RESOLUTION No. 8/13

MOVED by M. Ross

SECONDED by R. Schooley

*THAT the Board of Directors of the Perth and Smiths Falls District Hospital hereby move to a closed session 8:05 a.m. and L. Bisonette, President & CEO, B. Allen, Vice President, Finance & Support Services, M.L. Sample, (Interim) Vice President, Patient Care Services and K. Kelly, Recording Secretary, to remain for the discussion.*

*CARRIED.*

*RESOLUTION No. 9/13*

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

*THAT the Board of Directors hereby move out of the closed session at 8:29 a.m.*

*CARRIED.*

Approval of Closed Session Notes

*RESOLUTION No. 10/13*

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

*THAT the closed session notes of the November 27, 2012 meeting be approved as circulated.*

*CARRIED.*

Physician Privileges

*RESOLUTION No. 11/13*

*MOVED by D. Howard  
SECONDED by W. Johnson*

*THAT the Perth and Smiths Falls District Hospital Board of Directors hereby accepts the recommendation of the Medical Advisory Committee and approves the application of Dr. Rachel DeLong for courtesy privileges in Emergency Medicine.*

*CARRIED.*

**10. BUSINESS ARISING FROM MINUTES**

**10.1.1 Clinical Services Roadmap/SECHEF Meeting – L. Bisonette**

L. Bisonette reported that the 32 recommendations are being further examined and implemented through the Medical Quality Committee.

**10.1.2 SE CHEF Meeting – L. Bisonette**

L. Bisonette attended the most recent CEO meeting and the focus was on potential deficits within the SE LHIN. The group looked at the new funding formula and the primary care health links focus. Discussion ensued regarding the current level of funding continuing into next year with the closure of 12 beds at PSFDH. L. Bisonette did not feel that there would be any change based on the bed closures.

D. Staples suggested that if we have not done so, a letter should be sent to the SE LHIN outlining our fiscal situation and that going forward our financial position be recognized and any commitments be honoured. L. Bisonette stated that while this has been discussed with the SE LHIN, this has not been put in writing.

#### **10.1.3 Clinical Leaders – L. Bisonette/Dr. P. Roney**

The focus of this meeting was on the changes to the function of the CCAC in the coming years. The Ministry is looking at outcomes as opposed to being paid for the number of visits. The change will come with the way the CCAC manages their contracted services.

#### **10.1.4 Health Links in the South East LHIN – Dr. M. Joannou**

Dr. M. Joannou provided a report on the recent meeting (January 14) held at the Smiths Falls Community Health Centre. Dr. Jonathan Kerr, Physician Lead for the Primary Care Council presented at the meeting (his presentation is included in materials.) Dr. Joannou noted that she prepared a summary of the meeting (also included in materials.) She reported that the meeting was well attended and that all area physicians and nurse practitioners were invited.

The Ministry of Health has announced its new initiative to attempt to decrease the escalating costs of health care delivery by shifting money into primary care in Ontario. The ministry hopes to change the emphasis from illness care to preventive care, and to find ways to decrease the costs of providing health care.

The Ministry has directed the LHINs to offer specialized funding programs to groups of their primary care providers who are geographically connected. These groups are to be called "Health Links". In the Southeast LHIN, seven such potential links have been identified. We would belong to a link encompassing Lanark, Perth and Smiths Falls, Merrickville, Portland and Westport.

Dr. Joannou noted that the discussions are in the early stages and ideas will be generated at the February 4 meeting in Kingston.

R. Schooley commented that there is a need to bring the healthcare community together as a whole. L. Bisonette suggested that the seamlessness of the healthcare continuum initiative will need to be determined by the committee. She noted that this is a tremendous opportunity for primary health care reform. She added that health care leaders are enthusiastic in this transformation and to have local autonomy will allow plans to be shared and to utilize existing services.

The links would receive funding from the Ministry via the LHINs in the amount of \$75,000 "seed money" to research needs within the Link region and develop proposed programs to address these needs and if accepted by the Ministry, funds of \$1 million per year to implement the programs.

Dr. Roney stated that it is a great idea that will need to have measurable goals with measurable results. R. Schooley suggested that a retired physician lead the process. L. Bisonette confirmed that the core group involves Dr. Hendry, Dr. Cuncliffe, Dr. Riddick, N. Unsworth, Dr. Jechel, Dr. Joannou.

Additional information to follow.

#### **10.2 Family Physician Shortage – Smiths Falls – Update – L. Bisonette**

L. Bisonette reported that we are coordinating a visit with an ENT specialist regarding a clinic at the hospital. She added that the physician turnkey space (at Cornelia Court) is scheduled to be ready by March 31, 2013. Further, there is one interested physician who will be coming to the area in the summer to do a locum. There has been discussion that she will remain as the first new physician to join the turnkey space.

L. Bisonette also reported that the hospital continues to support the municipal recruitment committee and reminded the members that the hospital's focus should be on specialists for the hospital.

### **10.3 Smiths Falls Site Redevelopment – L. Bisonette/B. Allen**

B. Allen reported that the hospital is awaiting the last bill from Aecon. There have been some minor deficiencies outstanding but the hospital has been working with Erskine Dredge Architects to wind up project.

He also reported that the change orders with back-up information have been submitted to the Ministry and is under review. There has been no indication that there will be any additional funding prior to March 31, 2013.

B. Allen reported on the status of the board approved increase to the redevelopment line of credit. He confirmed that he has been working with BMO to have the line of credit increased by \$2 million. He has supplied the requested information to BMO and he reminded the members that the hospital is presently financing \$1.5 million of redevelopment out of the operating line of credit. BMO has asked that the lines of credit be reduced as funds become available. He noted that this was the intent of the Finance Committee and Board throughout the line of credit increase discussions.

*Dr. Roney left the meeting at 9:05 a.m.*

### **10.4 Performance Improvement Plan Update – L. Bisonette/B. Allen**

#### **10.4.1 SE LHIN PIP Approval**

L. Bisonette reported that general staff meetings have been held on the status of the PIP and its initiatives. A copy of the staff presentation was included in the meeting materials. It is anticipated that the hospital will see a small surplus in April/May of this year.

She added that the SE LHIN-required conservable days action plan was prepared and submitted to the South East LHIN on Tuesday, January 15, 2013.

#### **10.4.2 Presentation to Staff (January 10, 2013)**

- shared for Board member information

*M. Ross left at 9:10 a.m.*

#### **10.4.3 OCHU Media Release**

- the media releases were provided for board member information.

W. Johnson provided an update on the recent OCHU/community meetings. He commented that there is a sense that there are two hospitals and not one hospital with two sites. The meeting organizers have made it clear that the community needs to move the initiative along.

Dr. M. Joannou suggested that this may be a good opportunity to engage with the residents regarding primary care in the communities. She noted that the approach is that the hospital is the only source for healthcare.

L. Bisonette has spoken with the local mayors and MPP Hillier regarding the OCHU meetings. She noted that Mayor Fenik, Town of Perth has concern about the closure rumours and that the SE LHIN and/or Ministry may see this as possible (self-fulfilling prophecy.)

*Dr. Joannou left meeting at 9:12 a.m.*

L. Bisonette confirmed that no jobs were lost with the exception of one. She noted that the negativity of the community appears to be directed at the province and not the hospital or its board. She added that she has met with the CUPE local president to discuss the matter. She has been asked to support the effort.

Mayor D. Staples confirmed that he has received a call from John Jackson, CUPE president and will respond to him.

Discussion ensued.

J. Brown commented that the matter has been raised at Town of Perth council meetings and she is supportive of L. Hendriks and L. Bisonette speaking with Lake 88 in an effort to balance the union rhetoric. L. Hendriks added that effort will be made to communicate the hospital's position to area municipal councils.

L. Hendriks commented that should the hospital receive additional ministry funding, she does not think that it would change the direction. She feels that the hospital is moving in the right direction.

#### **10.4.4 EMC News Article – January 10, 2013-01-21 Letters to the Editor: Union Postcard Campaign**

- shared for board member information

### **11. NEW BUSINESS**

#### **11.1 No Smoking Initiative – L. Bisonette/L. Evans**

L. Bisonette referred the members to the information included in the meeting materials. She noted that the matter was discussed in early 2010 and was going to become operational in September 2010. However, due to the timing of redevelopment, the matter was deferred. It was noted that the local health unit has a staff member who can help to enforce the “no-smoking” within 30 feet of the hospital entrances. It was noted that this matter is legislation and not a municipal by-law. One option for enforcement would be to involve the local police service.

Discussion ensued regarding a smoking ban on hospital property. It was noted that per ECFAA, there is a requirement to conduct a staff satisfaction survey and along with the current PIP environment, this may not be the ideal time to roll out.

The members agreed that there needs to be a transition to a completely non-smoking property and it was suggested that the hospital develop an anti-smoking campaign for staff, patients and visitors.

D. Staples commented that despite the wording of the 2010 resolution, the Town of Smiths Falls was not approached to have enforcement assistance.

L. Bisonette will bring the matter to the Occupational Health & Safety Committee for their review. L. Hendriks commented that the proposal continues to have board support and the matter will be kept on the agenda.

*D. Adshead left the meeting at 9:30 a.m.*

### **12. BOARD COMMITTEE REPORTS**

#### **12.1 Liaison Committee – L. Evans**

- reported earlier in meeting.



## **12.2 Board Quality Committee – January 10, 2013 – R. Schooley**

### **12.2.1 Quality Improvement Plan**

#### **12.2.2 Accreditation 2013 (Newsletter)**

R. Schooley confirmed the accreditation survey dates (October 7, 8 and 9, 2013). He confirmed that the process has been started. The board is required to complete a self-assessment (survey). The survey was sent to all board members in the last accreditation process and there was a challenge with getting responses back from all members. It has been organized this year to have only 6-8 members complete that survey. R. Schooley confirmed that he will be the Governance Team Lead and he has sought out members to commit to the survey process. The complete survey will be shared with the board.

*D. Howard left the meeting at 9:32 a.m.*

## **12.3 Governance Committee – January 15, 2013 – M. Ross**

- earlier in meeting.

## **12.4 Finance Committee – Update – January 17, 2013 – C. Beckett**

### **12.4.1 Financial Summary**

B. Allen reported on behalf of C. Beckett. He advised that the hospital had a small surplus in December. He confirmed that a new line in the statements has been incorporated to show exit costs incurred. To date, the hospital has spent \$204,000 in exit costs.

He reported that LCMH is reporting a large year to date surplus for December. He confirmed that the SE LHIN is aware of the surplus and the it has advised that they will take back \$180,000 prior to year end. D. McDonnell is working to keep this amount through an application for relocation project fees.

He reported that four new funding letters were received last week related to quality based procedures, health based allocation model, wait times strategy and critical care nursing.

Further, the hospital received an email regarding hospital infrastructure renewal funding (HIRF) in the amount of \$269,000. The email was received prior to Christmas with a requirement that HIRF requests be submitted by January 11. It is anticipated that an official letter will be received in February.

The projects being considered are at the GWM Site (flooring and patient bathrooms upgrades.)

B. Allen confirmed that most HIRF dollars have been directed to the GWM.

L. Bisonette commented that the hospital will be close to a balanced position in March 2013. At the recent Finance Committee meeting, it was suggested that the hospital approach the working capital funding committee regarding an earlier application for funding. B. Allen confirmed that he has submitted a request and there will be a LHIN meeting and PSFDH will be included in the discussions for opportunity of working capital deficit. He noted that PSFDH has not been included previously.

## **12.5 Executive Committee – January 18, 2013 – L. Hendriks**

- reported on items throughout meeting

*W. Johnson left the meeting at 9:43 a.m.*

**13. BOARD EDUCATION**

**13.1 OHA HEALTH ACHIEVE - UPDATE**

The delegates to the recent OHA convention commented that the sessions were informative and the overall convention was good value. L. Evans suggested that members attend the convention at least once.

**14. OTHER BUSINESS**

Nil.

**15. DATE OF NEXT MEETING**

Tuesday, February 26, 2013, Main Boardroom, GWM Site.

**16. ADJOURNMENT**

*RESOLUTION No. 12/13*

*MOVED by L. Evans*

*SECONDED by B. Strachan*

*THAT the meeting of the Perth and Smiths Falls District Hospital Board of Directors be adjourned at 9:46 a.m.*

*CARRIED.*

*"L. Hendriks"*

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L. Hendriks, Chair

*"L. Bisonette"*

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L. Bisonette, Secretary