

PERTH AND SMITHS FALLS DISTRICT HOSPITAL

Board of Directors' Meeting
Tuesday, June 25, 2013
Main Boardroom, GWM Site
7:30 a.m.

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

REGRETS: B. Allen, Dr. P. Cunniffe, L. Evans, Dr. M. Joannou

IN ATTENDANCE: Dr. W. Hollis, C. Cassidy-Gifford, Manager, Quality, K. Kelly, Recording Secretary, M. Bell, President, GWM Auxiliary

1. CALL TO ORDER

The meeting was called to order by L. Hendriks, Chair at 7:32 a.m.

2. CHAIR'S REMARKS

L. Hendriks highlighted events that have taken place since the last meeting. AGM following today's regular meeting.

GWM Auxiliary – M. Bell

M. Bell provided a report on the GWM Auxiliary business and activities. She reported that a number of bursaries will be given out this week to local high schools. Further, the "Genie Awards" will be drawn on Friday, June 28, 2013 at 11:30 a.m. at the GWM Site Main Lobby. A more extensive report will be provided at today's annual general meeting.

L. Hendriks thanked Ms. Bell for her report and for ongoing work of the GWM Auxiliary.

3. APPROVAL OF AGENDA

RESOLUTION No. 81 /13

MOVED by C. Beckett

SECONDED by W. Johnson

THAT the agenda for the June 25, 2013 Board of Directors' meeting be approved as circulated.

CARRIED.

4. DECLARATION OF CONFLICT OF INTEREST

No conflicts were declared at this point in the meeting. L. Hendriks stated that members may declare conflicts at any point as necessary.

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. 82/13

*MOVED by D. Adshead
SECONDED by D. Staples*

THAT the Consent Agenda be approved as presented.

CARRIED.

6. ACKNOWLEDGEMENTS

6.1 Grateful Patient Letter – L. Bisonette

L. Bisonette referred the members to the grateful patient letters received recently. She advised that letters of this nature are shared with all staff involved. She confirmed that all letters are acknowledged.

L. Hendriks suggested that a negative letter would be worthwhile for the board to see.

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. Discussion ensued.

J. Brown commented on the decline of ALC beds and the connection with the "Home First" program. L. Bisonette stated that there is a correlation between the two and the "Home First" program is working well. J. Brown added that this may be a worthwhile news story to generate.

L. Bisonette reported that she met with the new CEO at Brockville General Hospital, T. Weeks. He provided her with his direction and his plan to adhere to LEAN processes.

She confirmed for B. Strachan that hips and knees procedures are performed at both sites with Dr. Roberts operating at the SF Site and Dr. Anderson operating in Perth. This division of OR time allows for Dr. Anderson to perform spinal cases.

She clarified that "O" visits (out patient visits) are pre-booked visits for procedures such as suture removals.

A brief discussion ensued regarding the relationship with community care partners such as the nurse practitioner (NP) clinic. L. Bisonette is uncertain if the creation of the nurse practitioner clinic has alleviated the strain on the ER department. She noted her desire to become more engaged with the NP clinic.

RESOLUTION No. 83/13

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

THAT the President & CEO 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 Chief of Staff report included in the materials. He advised that requests for privileges will be reviewed during the closed session. He reviewed his report and highlighted the following items:

- conservable days action plan has made a noticeable improvement for the organization's reporting;
- outcome of CTAS 5 level pilot project – Level 5 is the lowest acuity level in the ER. The pilot project would see patients triaged during the night hours (2300 hrs to 0700 hrs) and those at a Level 5 would be asked to return in the morning or wait to see the physician should he/be present for another case. The two year pilot project was done at the GWM Site and worked well. This will also be piloted at the SF Site ER. The wellness aspect for the ER physicians was important as they are also local family physicians who have regular offices. L. Bisonette added that only the ER physicians who have signed the medical directive can participate in the program. This process is not meant to discourage visits.
- recruitment & retention – a new policy has been put in place allowing new recruits to participate in family physician rosters (Emergency, Obstetrics and Anaesthesia). We are mandated to make room for any newly recruited Physicians who wish to participate in these Departments, provided they a) take on a family practice and b) participate in the hospital inpatient care of said patients. It is recognized that each department therefore may need to prioritize those Physicians over others (GPs) not providing comprehensive family practice services, given that each department may have a maximum capacity of MDs that can be utilized.

RESOLUTION No.84/13

MOVED by M. Ross

SECONDED by D. Howard

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

CARRIED.

7.3 Governance Committee – M. Ross

M. Ross referred the members to the documents included in the materials that have been brought forward from Governance Committee.

7.3.1 EXECUTIVE LIMITATIONS POLICY NO. 4.5 – ASSET PROTECTION

RESOLUTION No. 85/13

MOVED by M. Ross

SECONDED by D. Adshead

The Board of Directors of the Perth and Smiths Falls District Hospital hereby accepts the Governance Committee recommendation to approve Executive Limitations Policy No. 4.5, Asset Protection as revised and presented.

CARRIED.

7.3.2 EXECUTIVE LIMITATIONS POLICY NO. 4.6 – COMPENSATION & BENEFITS

A brief discussion ensued regarding the incorporation of reference to current legislation. This policy will be put forward for approval with no changes, however, the matter will be brought forward for further discussion and review in September.

RESOLUTION No. 86/13

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

The Board of Directors of the Perth and Smiths Falls District Hospital hereby accepts the Governance Committee recommendation to approve Executive Limitations Policy No. 4.6, "Compensation & Benefits" as presented.

CARRIED.

7.3.3 EXECUTIVE LIMITATIONS POLICY NO. 4.7 – COMMUNICATION & COUNSEL TO THE BOARD

RESOLUTION No. 87/13

*MOVED by M. Ross
SECONDED by W. Johnson*

The Board of Directors of the Perth and Smiths Falls District Hospital hereby accepts the Governance Committee recommendation to approve Executive Limitation Policy No. 4.7 "Communication & Counsel to the Board" as presented.

CARRIED.

7.3.4 GOVERNANCE PROCESS POLICY NO. 2.8 – CODE OF CONDUCT

RESOLUTION No. 88/13

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

The Board of Directors of the Perth and Smiths Falls District Hospital hereby accepts the Governance Committee recommendation to approve Governance Process Policy No. 2.8 "Code of Conduct" as presented.

CARRIED.

L. Hendriks commented that it has been a busy year for the Governance Committee. Thank you to Governance for their work.

7.4 Finance Committee – C. Beckett

7.4.1 Attestation & Use of Consultants Report

C. Beckett referred the members to the circulated report and attestation. She confirmed that the information has been provided by senior management and the matter was reviewed at the recent Finance Committee. She put forward the following resolution for consideration and approval.

L. Bisonette confirmed that the amount paid to TNG stems from its initial contract in 2010/11 and the payments made over two years. The last portion was invoiced in fiscal 2013 and was paid out in 2013.

RESOLUTION No. 89/13

MOVED by C. Beckett
SECONDED by M. Ross

THE Board of Directors of the Perth and Smiths Falls District Hospital hereby accepts the recommendation of the Finance Committee to approve "Attestation" and related "Schedule A" and Appendix A" and as required by the BPSAA as presented today;

FURTHER, that the Board of Directors authorizes Brian Allen, Vice President, Finance & Support Services and Lynda Hendriks, Chair, Board of Directors to sign and submit the above noted documents to the South East Local Health Integration Network.

CARRIED.

7.5 Municipal Representation – Town of Perth – L. Hendriks

L. Hendriks brought forward the matter of municipal representation for the Town of Perth. She referred the members to the letter included in the meeting materials indicating a change in municipal representation.

J. Brown commented that this change comes from the reorganization of various municipal committees. She has enjoyed her time on the board. L. Hendriks added that she has appreciated her time and dedication to the hospital board of directors. She noted that J. Brown is very passionate about health care in community.

RESOLUTION No. 90/13

MOVED by D. Adshead
SECONDED by L. Sparks

FURTHER to Section 5.1 (b) Special Term Directors" of the Perth and Smiths Falls District Hospital Corporation By-Laws;

BE IT RESOLVED THAT:

THAT the Board of Directors of the Perth and Smiths Falls District Hospital hereby accepts the recommendation of the Town of Perth and appoints Mayor John Fenik to the position of Municipal Representative for the Town of Perth to the Perth and Smiths Falls District Hospital Board of Directors effective August 27, 2013.

CARRIED.

8. CLOSED SESSION

RESOLUTION No. 91/13

MOVED by C. Beckett
SECONDED by L. Sparks

THAT the Board of Directors of the Perth and Smiths Falls District Hospital hereby move to a closed session 8:04 a.m. and L. Bisonette, President & CEO, and K. Kelly, Recording Secretary, to remain for the discussion.

CARRIED.

RESOLUTION No. 92/13

MOVED by J. Brown
SECONDED by B. Strachan

THAT the Board of Directors hereby moves out of the closed session at 8:47 a.m.

CARRIED.

Approval of Closed Session Notes

RESOLUTION No. 93/13

MOVED by C. Beckett
SECONDED by W. Johnson

THAT the closed session notes of the May 28, 2013 meeting be approved as circulated.

CARRIED.

Physician Privileges

RESOLUTION No. 94/13

MOVED by B. Strachan
SECONDED by D. Adshead

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

- Dr. C. Stamler, Courtesy Privileges in Family Medicine;
- Dr. J. Pierce, Courtesy Privileges in Family Medicine/Hospitalist;
- Dr. S. Sharma, Courtesy Privileges in Family Medicine; and
- Dr. N. Chatha, Courtesy Privileges in Internal Medicine-Respirology.

CARRIED.

Communications Student Position (Amended)

RESOLUTION No. 95/13

MOVED by C. Beckett
SECONDED by M. Ross

Resulting from discussion at the recent Finance Committee meeting regarding the need to introduce a communications position to the organization;

AND recognizing the financial impact of proceeding with the addition of a temporary communications position:

AND in an effort to balance the need for the position while being mindful of the current fiscal realities and optics within the hospital;

BE IT RESOLVED that the Board of Directors accepts the recommendation of the Finance Committee to consider individual voluntary donations to the Perth and Smiths Falls District

Hospital to cover any associated salary expenses for the creation of a pilot program being established for a part time/temporary communications student position.

CARRIED.

9. BUSINESS ARISING FROM MINUTES

9.1 South East Local Health Integration Network

L.Bisonette, Dr. P. Roney and M.L. Sample attended portions of the recent SE CHEF meeting. L. Bisonette noted that much discussion took place on sustainability and the request for a 2nd MRI unit at Kingston General Hospital. There has been no decision made on this request as some SE CHEF participants suggested an MRI unit to be provided in the eastern section of the SE LHIN.

L. Bisonette reported that Brockville General Hospital is considering the creation of a day hospital service (outpatient rehab unit.) This program would be in support of the acute stroke program. She added that BGH has not requested funds but they are planning to apply for capital funding.

Dr. P. Roney and M.L. Sample reported that repatriation issues were discussed as Kingston General Hospital has declared "Code Gridlock". M.L. Sample added that PSFDH does a very good job on bringing our patients back to either GWM or SF Sites. She also reported that she attended a full day session in Kingston on the clinical services roadmap and its seven initiatives specifically hospital acquired infections and the overprescribing of antibiotics.

9.1.1 Primary Health Links – Dr. Cunniffe/Dr. Joannou – R. Schooley

M.L. Sample and R. Schooley attended the 2nd meeting of health links initiative in Smiths Falls. R. Schooley commented that the outcome of the meeting was that the process is thoughtful and methodical. The group focused on 5% of the patients who occupy the vast majority of the health care budget. The group discussed how to better integrate and utilize services in an effort to have better patient outcomes.

Discussion ensued. R. Schooley acknowledged that there is wisdom in moving the process gradually rather than radically.

It was noted that the next step is to make application to the SE LHIN for funding of administration costs. At this point, administrative support appears to be provided by P. McKenna and Rideau Community Health Services at this point.

9.1.2 Alignment of Priorities – L. Bisonette

L.Bisonette advised that the spreadsheet was provided for information. She noted that SE LHIN hospitals were asked to do an alignment exercise with the IHSP3. She added that PSFDH utilized the its strategic plan and current quality improvement plan in its spreadsheet. The hospital CEOs then had to attest that their respective hospital priorities are in alignment with those of the SE LHIN.

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

L. Bisonette reported that PSFDH has privileged Dr. Lawson who will be providing a locum this summer for Dr. Muldowney. Dr. Lawson is a family doctor interested in commencing a practice at Cornelia Court.

She reported that the 2nd instalment was made for the turnkey building. She is working to schedule a meeting with C. Saumure, general contractor to do a walk through of the new space and discuss the details of the grand opening.

9.3 Board Member Self-Assessment Process – L. Hendriks

L. Hendriks referred the members to the information in the materials. She noted that this information and process has been discussed at various committee meetings. She referred to the information provided by W. Johnson and noted that this was the starting point. She asked members to review individually and develop learning plans that can be shared, if chosen, with other members of the board.

L. Hendriks added that the process will develop into a total board evaluation and suggested that on-line survey tools be considered as they tend to generate responses easily. The questions for the online survey will be developed by the Executive Committee over the summer and it was thought that following each board meeting, three or four questions will be asked. The responses may help to identify potential issues.

10. NEW BUSINESS

10.1 PSFDH Board of Directors Meeting Listing – L. Hendriks

L. Hendriks referred to the list in the materials. She noted it was provided for information.

11. BOARD COMMITTEE REPORTS

11.1 Liaison Committee – June 3, 2013 – L. Evans

L. Hendriks provided a report on behalf of L. Evans, Chair. She reported that the committee met on June 3, 2013 to discuss the meeting with the local media. An invitation will be sent to the South East CCAC to attend the September Liaison Committee meeting. She reminded the members that all members are welcome to attend to any committee meetings.

11.2 Board Quality/Governance Roadmap - Update – R. Schooley

R. Schooley reported that the Board Quality/Governance Roadmap Group met on June 13, 2013. The group continues to move along with the sustainable governance project with the focus on board performance measurement. He noted that the process is progressing well and the group will meet our objectives for accreditation. The group also received a presentation on “Lean” provided by K. Kehoe, Manager, Laboratory Services.

The group also reviewed in more detail the physician satisfaction survey results and noted that the committee is satisfied with the overall results. L. Hendriks thanked Dr. Roney for encouraging physicians to complete.

11.3 Finance Committee – June 20, 2013 – C. Beckett

C. Beckett referred the members to the information in the materials. She reported that the hospital has experienced two (2) months of surpluses and the current ratio is progressing. She referred the members to the redevelopment briefing note included in the materials. A brief discussion ensued. C. Beckett confirmed that the final redevelopment documents have not gone out as yet, however; all change orders and the audited statements have been completed and submitted. She added that one more document regarding the finalization of the SF Site project will be completed and submitted to the Ministry at the end of the month.

Further, L. Bisonette will be working with the Ministry over the summer months.

A brief discussion ensued regarding the motion prepared in support of the hospital by the Town of Smiths Falls to Minister Matthews. D. Staples indicated that no response from the Minister's office has been received to date. He added that this motion was also tabled at a recent Lanark County meeting.

At this point, L. Bisonette provided an update on B. Allen's medical condition. All members wished B. Allen a speedy recovery. L. Bisonette noted that D. Mitchell, CFO, Carleton Place &

District Memorial Hospital, has recently retired and will provide some financial support during B. Allen's absence.

11.4 Governance Committee – June 18, 2013 – M. Ross

- nothing further to report.

11.5 Lanark County Mental Health Community Advisory Board – W. Johnson

W. Johnson provided a report from the recent LCMH Community Advisory Committee meeting held last evening. He reported that LCMH has developed a balanced scorecard that will track actions throughout the year. The group discussion satisfaction survey results and the development of action plans.

Discussion ensued regarding the pre-capital submission to the SE LHIN. He noted that LCMH Community Advisory Committee requires three (3) members. The search will be on members that represent youth and senior citizens.

He noted that the meetings are succinct and well organized. L. Bisonette added that the hospital is well represented with three representatives on the Community Advisory Committee (W. Johnson, L. Bisonette and M.P. Bingley.)

J. Brown suggested LCMH approach the local high schools regarding recruitment. Dr. Hollis noted that there could be interest from St. John's High School Youth Action Committee as well.

L. Hendriks thanked W. Johnson for circulating D. McDonnell's report.

L. Bisonette commented that formal reports have been requested from Lanark County Support Services. Presently, this information is incorporated into the monthly report of the President & CEO.

11.6 Executive Committee – June 21, 2013 – L. Hendriks

Nothing further to report as most matters discussed at the Executive Committee have been reported throughout today's meeting.

12. BOARD EDUCATION

12.1 Mental Maps Article – L. Bisonette

- for information.

12.2 Adaptive Leadership Presentation – L. Bisonette

- for information.

13. OTHER BUSINESS

Nil.

14. DATE OF NEXT MEETING

Regular Meeting – Tuesday, August 27, 2013, Main Boardroom, SF Site at 7:30 a.m.

15. ADJOURNMENT

RESOLUTION No. 96/13

*MOVED by D. Howard
SECONDED by C. Beckett*

THAT the meeting of the Perth and Smiths Falls District Hospital Board of Directors be adjourned at 9:24 a.m.

CARRIED.

"L. Hendriks"

"L. Bisonette"

L. Hendriks, Chair

L. Bisonette, Secretary

Note: Following the close of the meeting, the members remained for a general debriefing session. Staff did not attend this session.