

Perth and Smiths Falls District Hospital
Board of Directors Meeting
Tuesday, September 26, 2017
SF Boardroom @ 7:30 a.m.

PRESENT: C. Beckett, M. Bellows, G. Church, L. Drynan, J. Fenik, J. Hewitt, Dr. W. Hollis, *D. Howard, Chair*, W. Johnson, Dr. A. Kuchinad, R. Laing, B. McFarlane, B. Rigby, Dr. M. Roberts, Dr. K. Stolee, M. Towaij

REGRETS: J. Brennan

IN ATTENDANCE: B. Allen, VP, Finance & Support Services, N. Shaw, VP, Clinical Services, K. Kelly, Recording Secretary, O. McKenna, GWM Auxiliary, M. Hallam, ED, GWM Foundation, E. Crosbie, Chair, SFCH Foundation

1. Call to Order – D. Howard

D. Howard called the meeting to order at 7:36 a.m.

2. Chair's Remarks – D. Howard

D. Howard welcomed everyone to the meeting.

3. Patient & Family Centred Care – B. McFarlane/M. Bellows

As part of best practice in terms of being a Patient & Family Centred Care ("PFCC") organization meetings begin with a PFCC story.

M. Bellows spoke to the letter included in the materials and provided the details of the patient's journey. The patient was a young cancer patient who requested to get married to his partner. The nursing team made the necessary arrangements and organized a small reception for the bride, groom and families. She noted that the patient has since passed away. The members recognized that this was a fine example of patient-centeredness.

3.1 Patient Story – M. Bellows

- see above.

4. Approval of Agendas – D. Howard

4.1 Regular Meeting Agenda

4.2 Consent Agenda

RESOLUTION No. 79/17

MOVED by G. Church

SECONDED by M. Towaij

THAT the September 26, 2017 PSFDH Board of Directors regular meeting agenda and consent agenda be approved as circulated with the addition of Item 13.1 SE LHIN Sub-LHIN LLG Forum Report.

CARRIED.

5. Foundations & Auxiliaries – D. Howard

D. Howard welcomed O. McKenna, President, GWM Auxiliary, M. Hallam, ED, GWM Foundation and E. Crosbie, Chair, SFCH Foundation, to the meeting.

E. Crosbie, Chair, SFCH Foundation invited the members to tomorrow's Annual General Meeting and the fundraising event on Saturday.

M. Hallam, ED, GWM Foundation reported that the joint BBQ fundraiser (hosted by Carolina Retirement Suites) raised \$1000 for each foundation. This money will be used to support the purchase of an orthopedic bed. The GWM Foundation received \$14,000 from the Commonwell foundation. This money will be used also for capital equipment. Tickets for the 2nd annual sip and social will be available shortly. The event will be held on November 10. Tickets for the November 18 Billy Allen music event are also available.

O. McKenna provided a report on recent fundraising events and the upcoming tourtiere sale.

6. Declaration of Conflict of Interest – D. Howard

No conflicts of interest were declared at this point. D. Howard reminded the members to declare whenever necessary.

7. Action Items

7.1 President & CEO – B. McFarlane

B. McFarlane highlighted that Lanark County Support Services were successful in their recent Ministry of Community & Social Services inspection. The Ministry letter was included in the materials.

She reminded members of the upcoming Quality Walkabout planned for Thursday, September 28 at the GWM Site. J. Hewitt reinforced the purpose of the walkabout as it is an opportunity to see the front line and see the items that are discussed at the Board Quality Committee and Board tables. He thanked B. McFarlane and staff for having the opportunity.

Discussion ensued regarding ALC numbers and the related process of designation. B. McFarlane noted that patients do better at home rather than in a hospital while they wait for a LTC bed. Dr. Stolee added that the current number may increase as a new ALC designation has been introduced to physicians. The new code is "ALC undetermined" and physicians can use in order to flag early assessments and family meetings about going home.

RESOLUTION No. 80/17

MOVED by C. Beckett

SECONDED by J. Fenik

THAT the PSFDH Board of Directors approves the President & CEO Report as presented.

CARRIED.

7.2 Chief of Staff Report – Dr. K. Stolee

Dr. Stolee referred the members to her report and highlighted the following items:

- There has been interest from a general internist. He visited the hospital and area on the weekend. He has expressed interest in working in the community and the hospital.
- Two new physicians have started in the community of Perth. They are privileged as "associates" which is similar to being on a probation period to ensure competence, etc. They will each be provided with a physician mentor.
- The medical staff received an accreditation presentation and a primer was developed and shared with physicians.

G. Church was impressed with the Chief of Staff report. A general discussion ensued regarding the need for internist support. Dr. Stolee advised that the hospital presently has two general internists with one having closed his community practice. She noted that family physicians rely on general internists when faced with a complex patient.

RESOLUTION No. 81/17

MOVED by J. Hewitt

SECONDED by Dr. W. Hollis

THAT the PSFDH Board of Directors approves the Chief of Staff report as presented.

CARRIED.

7.3 Liaison Committee – G. Church

G. Church reported that the Liaison Committee discussed the proposed campaign to bring awareness to the community for engagement. A number of items were considered but it was suggested to move forward with begin with reaching out to municipalities and local governments regarding regarding a capital campaign for capital funding.

On this premise, he put forward the following Liaison Committee recommendation.

RESOLUTION No. 82/17

MOVED by G. Church

SECONDED by J. Fenik

THAT the Perth and Smiths Falls District Hospital accepts the Liaison Committee recommendation that as part of the preparation for the upcoming Capital Campaign, the Liaison Committee be authorized to arrange for its members to meet with various community organizations including local governments with the express purpose of increasing awareness that the hospital depends on community support for most capital funding; and

THAT the members use as their guide the PSFDH Communication Lines.

CARRIED.

General discussion ensued. D. Howard advised that the capital campaign committee will be comprised of people outside of the hospital board. There will be sessions to raise public awareness that a campaign is coming. M. Towaj and G. Church will develop a communication plan with staff to keep it coherent. C. Beckett provided a brief update on the initial meeting held in August. She noted that the group recognized the need to bring awareness to the funding streams.

7.4 Strategic Plan – D. Howard

D. Howard reported that at a recent meeting it was discussed to link the capital campaign and strategic plan when reaching out to the public. Included in today's materials is a proposed media release that includes a link for community members to provide feedback on the draft strategic plan. This will also be posted on the hospital website.

RESOLUTION No. 83/17

MOVED by G. Church

SECONDED by C. Beckett

THAT the PSFDH Board of Directors accepts the recommendation of the Executive Committee to move forward with the media release finalize and circulate to local media a release providing details of the proposed Strategic Plan 2018-21 and related community engagement/feedback survey.

CARRIED.

The foundation and auxiliary representatives left the meeting at 8:01 a.m.

8. **Closed Session**

RESOLUTION No.84/17

MOVED by Dr. W. Hollis
SECONDED by J. Hewitt

THAT the PSFDH Board of Directors meeting move to a closed session at 8:01 a.m.

CARRIED.

RESOLUTION No. 85/17

MOVED by C. Beckett
SECONDED by L. Drynan

THAT The PSFDH Board of Directors meeting move out of the closed session at 8:33 a.m.

CARRIED.

The foundation and auxiliary representatives returned to the meeting at 8:33 a.m.

Physician Privileges

RESOLUTION No.86/17

MOVED by J. Fenik
SECONDED by J. Hewitt

THAT the PSFDH Board of Directors accepts the recommendation of the Medical Advisory Committee and approves the following requests for privileges:

- *Dr. S. Charenko requesting Associate privileges in Family Medicine*
- *Dr. S. Xu requesting Associate privileges in Family Medicine*
- *Dr. S. McCarter requesting Courtesy privileges in Emergency Medicine*
- *Dr. D. Scarvelis requesting Courtesy privileges in Transfusion.*
- *Dr. B. Nadeau requesting Courtesy privileges in Diagnostic Imaging*
- *Dr. N. Al-Nakshabandi requesting Courtesy privileges in Diagnostic Imaging*
- *Dr. A. Selim requesting a change in Courtesy privileges to Associate privileges in Emergency Medicine.*
- *Dr. T. Hosseini requesting a change in Courtesy privileges to Associate Privileges in Emergency Medicine.*

CARRIED.

Annual Reappointment of Physicians

RESOLUTION No. 87/17

MOVED by J. Fenik

SECONDED by J. Hewitt

The Board of Directors of the Perth and Smiths Falls District Hospital hereby accepts the recommendation of the Medical Advisory Committee to approve each application for professional staff privileges as set out in the attached listing.

CARRIED.

9. New Business

9.1 Surgical Services Slowdown – M. Bellows

M. Bellows put forward that there will be slowdowns in the surgical services as in previous years. She noted that this has been part of the hospital planning and budget over the last seven years. The slowdown times provide a savings of \$25,000-35,000/week. The Smiths Falls Site will remain open for emergent access to surgery (such as C-section).

RESOLUTION No. 88/17

MOVED by L. Drynan

SECONDED by C. Beckett

THAT the PSFDH Board of Directors supports the recommendation to implement Operating Room slowdowns for the following dates:

- *Friday, December 22, 2017 to Monday, January 8, 2018;*
- *Monday, March 12, 2018 to Friday, March 16, 2018; and*
- *Monday, July 23, 2018 to Monday, August 7, 2018.*

CARRIED.

10. Business Arising from Minutes

10.1 South East LHIN

10.1.1 Addictions & Mental Health Redesign Update – W. Johnson

W. Johnson commented that the matter continues to be on hold.

10.1.2 Chairs Forum – D. Howard

D. Howard reported that the main element was the HIS strategy and going forward. There will be a full board to board retreat on November 21 in Kingston. She noted K. Empey's (Supervisor, BGH) presentation on the challenges at BGH and the steps taken. He will continue as supervisor. The new BGH board is coming into place. She added that she has a copy of his presentation, if interested.

10.1.3 Health Care Tomorrow Update – B. McFarlane

B. McFarlane reported that the group's discussion has been primarily on the HIS initiative. Work continues on the central intake assessment centre (CIAC). Dr. Roberts commented that the process will see patients moving through the CIAC and there will no longer be direct referrals to surgeons. Patients will be offered the next available, option of location/site and option of surgeon. The goal is to decrease visits to surgeon and focus will be on patient care.

D. Howard commented that M. Bellows was recognized at the meeting for her work as co-chair of the Project Secretariat.

10.1.4 MRI Services

B. McFarlane spoke to the letter included in the materials. She will speak with N. Vlacholias, CEO, Brockville General Hospital regarding a joint response. A general discussion ensued regarding the letter and the impact on the MRI proposal.

N. Shaw commented that a call with the SE LHIN occurred while she was in Toronto and the SE LHIN requested the organization to resubmit budget projections. She advised that the proposal submitted to the SE LHIN did factor in a tiered process to allow for PSFDH to proceed before BGH.

C. Beckett asked who would present the MRI proposal to the SELHIN board. N. Shaw indicated that our LHIN partner and DI Liaison, D. Goulden would most likely present the information.

10.2 Physician Recruitment Update – B. McFarlane

B. McFarlane reported that a presentation to the Town of Smiths Falls Council was provided. An update will also be provided to the Town of Perth Council on Tuesday, October 3, 2017. C. MacDonald will join the presentation to Town of Perth Council. A visit by a general internist took place over weekend.

10.3 Rideau Tay Health Link – N. Shaw

The next meeting is planned for November 3. Nothing further to report at this time.

11. Board Committee Reports

11.1 Executive Committee – September 26, 2017 – D. Howard

- Nothing to report

11.2 Board Quality Committee – September 14, 2017 – J. Hewitt

J. Hewitt reported that the last Board Quality Committee meeting was an accreditation education session followed by a quality walkabout at the Smiths Falls Site. Members were encouraged to participate in the upcoming quality walkabout planned for Thursday, September 28, 2017 at the GWM Site.

11.3 Governance Committee – September 19, 2017 – W. Johnson

W. Johnson reported that the Governance Committee continued the accreditation discussion and review.

The group discussed the Board member evaluation process which would involve a strength based approach. The responses would be shared confidentially to each individual director only. The evaluation will be conducted via Survey Monkey. The evaluation will take place in the spring 2018.

The Governance Committee discussed Board member recruitment and the rostering of candidates. W. Johnson noted that recent recruitment processed have brought a number of good candidates. A roster will be considered with an offer of joining a committee but with no guarantee of a board position as they come available (pending skills needed.)

11.3.1 Accreditation Items Requiring Attention

W. Johnson referred the members to the spreadsheet and indicated that all was progressing well.

11.3.2 Communications Strategy & Community Engagement Framework

This item was provided for information as it was noted on the governance accreditation items spreadsheet.

11.3.3 Annual Director Declaration & Consent

W. Johnson referred the members to the consent form distributed at the start of the meeting. He asked that members complete, sign and return to K. Kelly.

11.4 Finance Committee – September 21, 2017 – C. Beckett

C. Beckett provided a report from the recent Finance Committee meeting. She reported that the organization has completed five months of fiscal 2017/18 and the hospital is reporting a surplus from operations of \$468,511 which is \$139,732 higher than the budget surplus of \$328,779 for this period of time.

The month of August had a surplus from operations of \$235,189 which was \$119,018 higher than the budgeted surplus of \$116,170.

Further, the capital funding presentation was reduced with slides referencing operating debt having been removed. The presentation's focus is on capital needs/budget and not operating budget.

She reported on the status of the capital campaign committee and the next steps, in general.

She noted that there is a new ministry fund stemming from the HIRF program, "Hospital Energy Efficiency Program". B. Allan submitted an application that would see the replacement of lighting at the GWM Site.

M. Bellows and Dr. Roberts left the meeting at 8:58 a.m.

The foundation and auxiliary representatives left the meeting at 9:00 a.m.

11.5 Liaison Committee – September 22, 2017 – G. Church

G. Church reported that the committee last Friday and R. Laing attended and spoke to an approach that would see a package of good news stories and updates (finance related, etc.). This approach may coordinate well with the upcoming capital campaign initiative.

RESOLUTION No.89/17

*MOVED by G. Church
SECONDED by B. Rigby*

THAT the Perth and Smiths Falls District Hospital Board of Directors accepts the Liaison Committee recommendation to proceed with the preparation and issuance of quarterly reports and that Richard Laing, Director, coordinate with senior staff, patients and family representatives and interested board members to devise a framework for quarterly reporting to the community and hospital stakeholders and report back to the board through the Liaison Committee.

CARRIED.

G. Church noted that the next Liaison Committee meeting is Friday, October 20 at 8 a.m.

D. Howard referred the members to the PSFDH Communication Lines included in the materials. The members reviewed and there were no further changes to the document. B. Rigby suggested an education session on communications and "how to do it" as not everyone has the same level of public communications experience. This item will be considered following the accreditation survey. J. Hewitt supported this idea, as it would tie in with strategic initiatives.

12. Standing Items

12.1 Strategic Plan – B. McFarlane

12.1.1 Operational Plan 2017

The strategic plan operational plan (year) has concluded. A new operational plan for year one was drafted and is with the senior team for review. This item will be shared at the next board meeting. D. Howard commented that overall draft plan has been approved in principle to move forward with ideas. B. McFarlane commented that the feedback received to date has been positive and we look forward to receiving feedback from the community.

12.1.2 Strategic Planning – D. Howard

- See above.

12.1.3 Draft Strategic Plan – D. Howard

- See above.

12.2 Accreditation Survey 2017 – D. Howard/B. McFarlane

12.2.1 Governance Discussion w/Surveyors – Monday, October 16, 2017 at 2 p.m., SF Boardroom

D. Howard and W. Johnson reminded the members of the importance of attending the session on Monday, October 16. W. Johnson commented that a good attendance shows good engagement from a board perspective. K. Kelly to send a reminder closer to the date with the spreadsheet.

12.2.2 Accreditation Newsletters (July, August) – W. Johnson

These items were included for information.

13. Other Business

13.1 LLG Sub-LHIN Forum – September 25, 2017 – G. Church

G. Church provided a report from the recent Lanark, Leeds, Grenville Sub-LHIN forum. He reported the following items:

- anticipate the next forum will be November 24, 2017;
- co-chairs are Janet Cosier, Chair, Rideau Community Health Services and Cait Maloney, Board Member, Country Roads Community Health Services;
- P. McKenna provided a briefing on the progress made with palliative care across the sub-LHIN. There is now staffing for the project and a coordinator for hospice development;
- Carol Ravnaas provided an update on sub-LHIN activities indicating that Dr. Malone is expected to start soon as Clinical VP for the sub-LHIN.
- Allison Tutak, Director, Community & Social Services for the United Counties spoke about an initiative in which the Counties, City of Brockville, Ministry of Housing and MoHLTC are working on an MOU to establish housing for coordinated care clients including ALC.

REMINDERS:

Municipal Representative Change:

D. Howard advised that there will be a change to the SF municipal representative. S. Pankow will be joining as the representative as J. Brennan has stepped down.

Hospital Service Recognition Awards – Reminder

D. Howard reminded members of the upcoming hospital service recognition evening planned for Thursday, September 28, 2017 at Camp Merrywood, Port Elmsley.

14. Board Education

- Nothing at this time.

15. Next Regular Meeting Date – D. Howard

7:30 a.m., Tuesday, October 24, 2017, GWM Site.

16. Adjournment – D. Howard

RESOLUTION No. 90/17

MOVED by W. Hollis

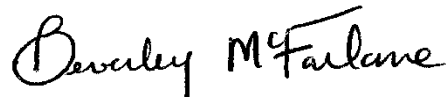
SECONDED by C. Beckett

THAT the September 26, 2017 Perth and Smiths Falls District Hospital Board of Directors' meeting be adjourned at 9:13 a.m.

CARRIED.



D. Howard, Chair



B. McFarlane, Secretary