

Meeting of the Board of Directors

Monday, May 25, 2015

3:30 pm start time

St. Joseph's Hospital – Adams Boardroom A2-041

MINUTES

Call to Order – Margaret McLaughlin

Reflection – Paul Kiteley

EDUCATION SESSION

MAC Chair / Vice Chair Selection and Evaluation

Dr. Walker, IVP Medical Affairs & Medical Education, led Members through a PowerPoint presentation which gave an overview of the processes in place to evaluate and recommend for appointment, the Chair and Vice Chair of MAC. He further advised that the current Chair and Vice Chair of MAC are due to complete their first two-year term June 30, 2015. Adhering to process, a Selection Committee was convened and has completed its duties related to a year two evaluation which consisted of a 360 peer review, a self-evaluation and a one-on-one interview with the Selection Committee.

Dr. Walker concluded by stating that the Executive Committee of the Board will be bringing a recommendation forward after MAC endorses the recommendation at their June 3rd meeting.

Discussion ensued and it was clarified that the role of Chair MAC is a two-day per week position and the role of Vice Chair MAC is a half-day per week position. Question arose whether it is assumed the Vice Chair would move into the Chair role, and explanation provided stating that although it would be an ideal transition, it is not assumed as it is based on the evaluation and recommendation of the Selection Committee.

1. Board Minutes for Approval

It was MOVED and SECONDED that the minutes of the meeting held April 27, 2015 be approved, as presented. CARRIED.

2. Reports

2.1 Board Chair Opening Remarks [M. McLaughlin]

NOTICE – June 11th Series of Meetings
Distributed for information only.

Meeting Attendance Roster
Distributed for information only.

2014/15 Membership

VOTING

Margaret McLaughlin (Chair)
Phil Griffin (Vice Chair) (R)
Jonathan Batch
Brad Beattie
Darcy Harris
Margaret Kellow
Paul Kiteley
Ron LeClair
Brenda Lewis
Peter Mastorakos*
Rev. Terrence McNamara (R)
Pat Pocock
Howard Rundle
Bruce Smith (R)
Bill Wilkinson

NON-VOTING *

John Callaghan
Dr. Sarah Jarmain
Dr. Gillian Kernaghan
Dr. Mohan Merchea
Karen Perkin
Dr. Adam Rahman
Dr. Michael Strong (R)

**ex-officios*

Guests

St. Joseph's Senior Leaders
Eric Lortie

LHSC
Murray Glendining,
President & CEO

Recorder

Terri-Lynn Cook
R = regrets

2014/15 Committee Work Plans – status reports

So that the Board can fulfill its responsibility for the work of its committees, progress reports are provided annually in the spring. All status reports were reviewed and accepted as presented.

2015/16 DRAFT Board Work Plan

It was MOVED and SECONDED that the work plan for 2015/16 be approved as presented. CARRIED.

2.2 President and Chief Executive Officer [G. Kernaghan]

Dr. Kernaghan responded to questions raised from the written report that had been pre-circulated. In addition, she highlighted areas of current developments and issues, which included the following:

- The OHA continues to advocate for the creation of a comprehensive health system capacity plan;
- A new governance model is being developed for Health System Funding Reform;
- There has been commitment from the Minister of Health regarding rural health hubs. Rural health hubs encourage and enable local health care and social service providers such as hospitals, health centres and physicians in rural communities to work together to create a rural health hub tailored to their local community's needs in a way that enhances seamless, sustainable service integration and the effective delivery of person-centred, equitable, high-quality, timely health care, whether it is delivered locally or referred to a regional partner;
- A report from the Auditor General of Ontario regarding CCAC services will be available soon;
- The Bundled Payment model is associated with improved clinical outcomes and reduced resource utilization. It is based on a pilot that took place in Hamilton, Ontario. LHSC and CCAC with St. Joseph's as a partner put forward an expression of interest and the Ministry was recently on-site to conduct a readiness assessment. We are awaiting the results of this assessment.

HUGO Update

Mr. Kearns referenced the briefing note which was circulated with the agenda package. He reiterated the main goal of the HUGO project was to impact positively on medication safety and reports do show a reduction in medication error events. Providers continue to give the HUGO team feedback on system performance and opportunities for improvement. To that end, a new governance structure has been developed and an optimization plan initiated.

Mr. Kearns shared that the HUGO team has recently received some positive and encouraging feedback from the Dean of Schulich Medicine & Dentistry. The Dean had made queries of medical students about their experience in London and in particular with HUGO. The students' overwhelming view was that the HUGO system is significantly better than all other programs being used across Canada with the exception of Calgary who has had the system in place for a number of years.

2014/15 Q4 Strategic Indicators

Reference was made to the fourth quarter strategic indicator results. Medication reconciliation continues to be a challenge in terms of focusing on volume and quality. Falls with injury rates at Parkwood and Mount Hope have seen tremendous gains over the year.

2.3 St. Joseph's Health Care Foundation [P. Mastorakos]

Mr. Mastorakos highlighted the Foundation has made its final payment to the hospital to fulfill the original Local Share commitment of \$33M for hospital restructuring. He further reported that related to board redevelopment, a task force has been struck to bring forward a recommendation related to a structure to better support and enable the fundraising enterprise. This task force will be reporting back to the Foundation at their next meeting.

2.4 Lawson Health Research Institute [H. Rundle]

No issues or concerns were raised on the pre-circulated report.

Dr. Hill provided Members with some results of a national public opinion poll related to health and medical research. While the report covers many areas, selected highlights from the poll include the following:

- 84% of Canadians are more likely to vote for a candidate that supports health research
- 90% of Canadians feel that health research is part of an evidence based health system
- 71% of Canadians feel that health research should receive the same tax treatment as patient care
- 85% of Canadians made at least one change to their health behaviours as a consequence of health research
- 70% of Canadians express interest in participating in health research
- 31% of Canadians feel they are aware of research being conducted at hospitals/universities

Dr. Hill proposed putting together an advocacy group to advocate through lobby efforts as it pertains to correcting the funding shortfall being experienced for innovations in health and health research.

ACTION: Dr. Hill will share the National Poll results with board Members, for information.

ACTION: Board Members interested in participating or who know of anyone who may be interested in advocacy efforts, are to submit their name to Ms. Cook.

2.5 London Health Sciences Centre [M. Glendining]

Mr. Glendining reported renovations to the Victoria Hospital emergency department (ED) are scheduled to begin this week. A six-week construction timeline is anticipated. At the completion of renovations and under the new model of care, time to see a physician will be significantly reduced and many patients will have a much shorter stay in the ED than is the case today. It will be a cultural change for LHSC with other staff and physicians from other services like Mental Health and Medicine integrated into the ED to better manage patient care. He complimented Mental Health and other community providers for collaborating and contributing to the new model of ED care.

3. Committee Minutes with Recommendations for Approval

3.1 Governance – May 13/15 [P. Griffin / M. Kellow]

It was MOVED and SECONDED that the Board recommend to the St. Joseph's Health Care Society approval of the amendments to the Administrative By-law, as presented. CARRIED.

Reference was made to the track-changes version of the Credentialed Professional Staff (CPS) By-Law. Members questioned the wording in the Preamble as there was concern the language could be interpreted to revoke the Administrative By-law which was just carried. Discussion ensued and it was confirmed that the wording in the CPS By-law does not repeal the Administrative By-law; that the wording within the CPS By-law pertains only to the CPS By-law. For clarification however, it was proposed that the words "Credentialed Professional Staff" be added to the two paragraphs in question, in the Preamble.

Reference was also made to Article 13.2(a) of the CPS By-law where it outlines a notice period for amendments to the By-law. It was confirmed that the notice period was not adhered to.

It was MOVED and SECONDED that the Board recommend to the St. Joseph's Health Care Society approval of the amendments to the Credentialed Professional Staff By-law with the additional amendment to add the wording "Credentialed Professional Staff", before the word "By-laws/By-law" found on four instances in the Preamble paragraphs beginning with "AND WHEREAS..." and "NOW THEREFORE BE IT ENACTED...". The Board deferred voting to its next meeting, June 11, 2015, to adhere to the notice period set out in Article 13.2(a). DEFERRED.

2015/16 Board Members' Committee Assignments

Distributed for information only. Assignments are based on skills and expertise sought on various committees, and as close as possible to interests expressed by board members.

Summary of Committee responses to accreditation standards 3.1 and 10.2

Distributed for information only. Ms. McLaughlin thanked the Committees of the Board for engaging members in the development of responses to the two accreditation standards.

3.2 Medical Advisory – May 6/15 [S. Jarmain]

It was MOVED and SECONDED that the Board approve the following as presented:

- Professional Staff Appointment Changes** **CARRIED.**
- New Clinical Fellow Appointments** **CARRIED.**

Dr. Walker provided Members with context as to the processes surrounding reappointment and the due diligence completed by each individual Professional Staff member, the Department Chief, City-Wide Credentials Committee and finally the MAC. He then advised that there are a handful of individuals whose names neither appear on the reappointment reports or departure listings due to ongoing discussions and/or external circumstances which must be completed prior to recommendations coming to the Board. It was confirmed that the departure listing relates strictly to retirements and resignations over the last year. Dr. Walker confirmed that under the Public Hospitals Act, he has the authority to continue the hospital privileges of these individuals until matters resolve and a recommendation is ready to be presented to the Board.

It was MOVED and SECONDED that the Board approve the Annual Professional Staff Applications for Reappointment as presented. **CARRIED.**

Dr. Jarmain highlighted the MAC received information regarding forthcoming changes to the Royal College Residency Training program. The program will be moving toward a competency-based model which will have impact on how the hospitals deliver residency education. MAC will be monitoring this closely as there will be implications related to the dependency on residents for the delivery of care. She further advised that the hospital pharmacy departments, in collaboration with the ethicists, have presented information regarding the development of a high cost drug strategy. A discernment process and creation of an ethical framework will be developed to guide decision-making. Dr. Jarmain concluded by reporting that the newly formed Diagnostics Committee, a subcommittee of MAC, has finalized its terms of reference. The committee will now begin developing guiding principles and ethical frameworks related to the utilization of diagnostic services across the hospitals.

3.3 Resource Planning & Audit – May 19/15 [B. Beattie]

It was MOVED and SECONDED that the Board recommend to the St. Joseph's Health Care Society approval of the St. Joseph's Health Care London's audited financial statements for the year ended March 31, 2015. **CARRIED.**

It was MOVED and SECONDED that the Board approve of the CEO's Attestation Form prepared in accordance with section 15 of the *Broader Public Sector Accountability Act, 2010 (BPSAA)* for the period from April 1, 2014 to March 31, 2015. **CARRIED.**

It was MOVED and SECONDED that the Board approve the Declaration of Compliance pertaining to the requirements under Schedule G of the Multi-Sectorial Accountability Agreements with the South West Local Health Integration Network for the period covering April 1, 2014 to March 31, 2015 for the following programs:

- A. Community Mental Health and Addictions**
- B. Third Age Outreach**
- C. Parkwood Institute Pain & Symptom Management** **CARRIED.**

On behalf of the Board, Ms. McLaughlin requested Mr. Beattie to extend thanks to all members of RPAC and the auditors, KPMG, for all the work completed related to year end.

4. Committee Minutes with No Recommendations

4.1 Health Care Ethics – May 12/15 [P. Kiteley]
No issues or concerns were raised.

4.2 Human Resources – May 14/15 [B. Smith]
No issues or concerns were raised.

4.3 Mission Committee – May 1/15 [J. Callaghan]

2014/15 Draft Mission in Leadership Annual Report

Board members were asked to provide any feedback prior to day's end May 26th so that the report can be finalized for presentation to the Society on June 11th. Mr. Callaghan acknowledged Anne Kay, Marlene VanLaethem, Ciaran McKenna and spiritual care team for their efforts in compiling this report.

4.4 Quality Committee – April 2/15 [M. Kellow]
No issues or concerns were raised. Ms. Kellow acknowledged Roy Butler and Janet Groen for their leadership related to Mount Hope.

5. Other Business Arising

6. Adjournment

It was **MOVED** and **SECONDED** that the meeting be adjourned at 5:25 pm.

CARRIED.

Margaret McLaughlin, Chair

Dr. Gillian Kernaghan, Secretary