



February 2016

Strategic Planning

Action is underway in finalizing the approach for connecting our staff, physicians and volunteers to our Purpose, Vision and Values including our internal engagement strategy. This will be closely followed by validation workshops with external partners. We are, of course, aiming to have this completed for the June AGM launch. Internally, the Executive Team is drafting the directions, priorities, and initiatives that will guide the organization over the next year. We are in the early stages of this process and broad engagement with leaders, staff and physicians is planned. There will be discussions with the Strategic Planning Committee as this work moves forward.

SJHS Executive Retreat Follow-up

Continuing to be engaged in the development of the overarching Strategic Direction for the System (Integrated Care) and subsequent goals to accomplish this are currently being developed. I am participating as a member of a small working group at this point to move the development and refinement of the strategic direction forward.

Executive Rounding

Each week members of the Executive Team are reporting on their rounding insights including underlining areas where teams are excelling and areas where teams need our support to meet priorities. It has been a good learning experience where we bring our findings to our weekly team meetings and note any required actions. Feedback from within the organization is positive and I will be incorporating this data into the President Report at future board meetings.

Bridge to Extraordinary

We have launched the next phase of the Route NHS journey, Bridge to Extraordinary, which will take us from January until June 2016, at which time we will be launching our strategic priorities. You will notice our new Bridge to Extraordinary posters in all the departments/units across the NHS. Every month leaders, staff and physicians are required to review important quality and safety information and complete a passport, similar to the first phase of Route NHS. This approach has produced good results in assisting us to keep our focus on our priorities and practices.

Capital Redevelopment

We continue to await feedback on our submission and recent communication suggests feedback will be forthcoming near the end of February. This will enable us to ensure we incorporate the important comments into our March submission. We are currently on track for the next submission at the end of March.

Patients First Transformation

Dr Smith will provide the update on the development of our response to the Ministers document.

All for now,

Suzanne



NIAGARA HEALTH SYSTEM
Board of Directors Meeting (Open Session)
MINUTES OF MEETING

February 23, 2016; 4:00 p.m.
St. Catharines Site – Academic Classrooms

	Sept 22/15	Oct 27/15	Nov 24/15	Dec 22/15	Jan 26/16	Fe 23/16			
Barry Wright, Chair	✓	✓	✓	✓	✓	✓			
Bunny Alexander	✓	✓	✓	✓	✓	✓			
Larry Boggio	✓	✓	✓	✓	✓	✓			
John Bragagnolo	✓	✓	✓	✓	✓	R			
Satish Chawla (ex-officio)	✓	✓	R	R	✓	✓			
Suzanne Johnston (ex-officio)	✓	✓	✓	✓	✓	R			
Marti Jurmain	✓	✓	✓	✓	✓	✓			
Ken Kawall	✓	✓*	✓	✓	✓	✓			
John MacDonald	✓	✓	✓	✓	✓	✓			
Derek McNally (ex-officio)	✓	✓	✓	✓	R	✓			
Murray Paton	✓	✓	✓	✓	✓*	✓*			
Cathy Sutherland	✓	✓	R	✓**	R	✓			
Thomas Stewart (ex-officio)	✓	✓	✓	✓**	R	✓			
Robert Tiffin	✓	✓	✓	✓	✓	✓			
Staff in Attendance:									
Linda Boich	✓	✓	✓	✓	✓	✓			
Flo Paladino	✓	✓	✓	✓	✓	✓			
Kevin Smith		✓			✓***	✓			
Brady Wood/Caroline Bourque-Wiley+	✓		✓	✓+	✓+	✓+			
Angela Zangari	✓	✓	✓	✓		✓			

*via teleconference/videoconference
**attended in part

Guests:

- Brian Guest – SJHS
- Joe Maggiolo – ONE Foundation
- Kristina Manzi – ONE Foundation

1. CALL TO ORDER

Board Chair Barry Wright called the meeting to order at 4:00 p.m., and welcomed guests, staff and fellow Directors.

1.1 Quorum

There was quorum and the Meeting was properly constituted for the transaction of business.

1.2 Approval of the Agenda

MOTION B16-015:

It was MOVED by C. Sutherland and SECONDED by J. MacDonald that the NHS Board of Directors approves the Open Session Agenda for the February 23, 2016 Meeting, as presented. CARRIED.

1.3 Declaration of Conflicts

There were no conflicts declared with the subject matter contained in the agenda.

1.4 Chair's Remarks

Notice was provided with respect to the change in location to the March meeting which will now be held at the Welland Hospital Site. Directors were also reminded to complete the survey in preparation for the retreat being scheduled in May.

Independent Directors who attended sessions in February related to Mental Health & Addictions Strategic Planning and Physician Assisted Death provided an overview of the sessions to the Members of the Board.

1.5 Reaffirming our Mission

Cathy Sutherland led the Board through a review of the Mission, Vision and Values with a focus on the way in which the NHS meets the criteria for an integrated system.

1.6 Patient Story

Derek McNally provided the story of the manner in which staff granted the final wishes of a palliative care patient. The patient passed away shortly thereafter and the family was very appreciative of the effort put forward.

2. PRESENTATION

There were no presentations at this meeting.

3. APPROVAL OF BOARD MINUTES

A revision to section 4.3.1 of the minutes was requested in order to reflect that the legislation related to Physician Assisted Death is not yet passed.

MOTION B16-016:

It was MOVED by B. Alexander and SECONDED by L. Boggio that the Minutes of the January 26, 2016 Open Session of the NHS Board of Directors Meeting be approved as amended. CARRIED.

4. MATTERS FOR DECISION/DISCUSSION

4.1 Report of the Quality Committee

Bunny Alexander, Committee Chair, provided highlights from the Committee's February 10th meeting, as outlined in the Committee Report to the Board, as follows:

- The patient story focused on the coordination of the Walker Family Cancer Centre caring for patients within the community.
- The Committee received the Oncology Program report. The Oncology Community Advisory Committee has provided very useful input into the Program.
- The Committee received a report related to the Senior Friendly initiative. The Committee was pleased to see that this will be considered with the planning of the new south site.
- The Committee learned of a pilot project where Personal Support Workers will be trained to assist patients with home dialysis.

4.1.1/4.1.2 2015/16 NHS and ECU Quality Improvement Plan Progress Reports

The Quality Improvement Plan results for both the NHS and the Extended Care Unit were reviewed. Although there remains room for improvement, the Committee was satisfied with the progress being made.

MOTION B16-017:

It was MOVED by B. Alexander and SECONDED by L. Boggio that, on the recommendation of the Quality Committee, the NHS Board of Directors approve the 2015/16 NHS and ECU Quality Improvement Plan Progress Reports. CARRIED.

4.2 Report of the Resource and Audit Committee

Cathy Sutherland, Resource and Audit Committee Chair, provided highlights from the February 9th meeting, as outlined in the Committee Report to the Board, as follows:

4.2.1 L-SAA Schedule E Declaration of Compliance

The Declaration of Compliance requires that the Board confirm compliance with the Broader Public Sector guidelines and Long-Term Care Home Service Accountability Agreement (L-SAA). Management has confirmed compliance with the requirements.

MOTION B16-018:

It was MOVED by C. Sutherland and SECONDED by R. Tiffin that, on the recommendation of the Resource and Audit Committee, the NHS Board of Directors approve and sign the Schedule E Declaration of Compliance. CARRIED.

- The Committee reviewed the hospital's compliance with respect to the Ministry of Health's parking directive. Management will continue to work towards ensuring that all of the requirements are met by the September 30th deadline.
- The Niagara South Executive Dashboard outlined our new South site submission continues to be on track to meet the end of March deadline.
- The Committee received the CFO report for the month ending December 31, 2015. Sick time and overtime continue to be a concern with many strategies being implemented to achieve reductions. Management will provide an overview and update at the March Resource and Audit Committee meeting.

4.3 Report of the Governance Committee

Murray Paton, Governance Committee Chair, provided highlights from the February 12th meeting, as outlined in the Committee Report to the Board, as follows:

4.3.1 Conflict of Interest Policy

Further to the discussion in January, the Committee considered recommendations from legal counsel as well as the results of a review of the newest Guide to Good Governance undertaken by Management. The new policy more clearly articulates the process for identifying and deciding on conflicts. Relevant provisions from the existing policy not expressed in the Guide were also retained.

MOTION B16-019:

It was MOVED by M. Paton and SECONDED by J. MacDonald that, on the recommendation of the Governance Committee, the NHS Board of Directors approve the new Conflict of Interest Policy. CARRIED.

4.3.2 **Appointment of Nominating Committee**

The members of the Community Based Nominating Committee have been notified of the Board's decision to disband the Committee. The Members understood the rationale and supported the decision. In keeping with the newly approved Nominating Committee's Terms of Reference, a formal appointment of Members was required.

MOTION B16-020:

It was MOVED by M. Paton and SECONDED by M. Jurmain that, on the recommendation of the Governance Committee, the NHS Board of Directors approve the appointment of the following members to the Nominating Committee to June 2016: Barry Wright as Chair, John MacDonald, Murray Paton, Bunny Alexander, Cathy Sutherland, Suzanne Johnston and Tom Stewart. CARRIED.

4.3.3 **Confirmation of Recruitment Profile for New Candidates**

The Committee deliberated on the desired skills, competencies and personal attributes of the candidates required to fill the current Board vacancies.

MOTION B16-021:

It was MOVED by M. Paton and SECONDED by B. Alexander that, on the recommendation of the Governance Committee, the NHS Board of Directors approve the Recruitment Profile for New Director Candidates. CARRIED.

4.3.4 **Administrative By-Law Special Resolution**

Following a review of the Administrative By-Laws and having consulted legal counsel, a resolution to clarify quorum requirements was considered. The change to including only voting directors in quorum is consistent with governance best practice as well as our peer hospitals. The amendment will be considered effective once the motion has been passed and all Members of the Corporation have signed the Resolution.

MOTION B16-022:

It was MOVED by M. Paton and SECONDED by K. Kawall that, on the recommendation of the Governance Committee, the NHS Board of Directors approves the amendment to Section 5.4 of the NHS Administrative By-Law to define quorum as "A majority of the voting Directors shall constitute quorum". CARRIED UNANIMOUSLY.

- In preparation for the 2016 Board year, Independent Directors will be canvassed to self identify or identify peer candidates to serve as Vice-Chair of the Quality and Governance Committees.
- The Committee will be reviewing the process for evaluation of the Management Services Agreement which will focus on the process undertaken during the establishment of the shared Chief of Staff position.
- Continuing with the commitment to review existing Board policies monthly, the February review focused on the Forum Without Management policy. Directors were reminded of the key elements of this policy.

4.4 Medical Advisory Committee and Chief of Staff/EVP Medical

Dr. Tom Stewart provided highlights from the Chief of Staff/EVP Medical and Medical Advisory Committee February 3rd meeting, as outlined in the Committee Report to the Board, as follows:

- Interviews will be conducted in the Chief of Emergency search on March 7th.

- A new member has been added to the Medical Affairs Team to assist with Human Resource Planning and Physician Orientation.
- Doctor's Day Physician Recognition will take place on April 27, 2016.
- A number of external reviews have recently been conducted. Recommendations will be coming forward to the Quality Committee for review.
- A fellowship position is being offered to a physician trained in infectious disease through McMaster.

5. **REPORTS**

5.1 **Report of the ONE Foundation**

Kristina Manzi and Chair Joe Maggiolo attended the Board meeting to provide an update on Foundation activities, as follows:

- At the 8 month point of the fiscal year \$3.1 million has been raised. The Gala on March 5th with support the surgical program and a video of the event will be created.
- Front line fundraisers are currently being recruited.
- New Board Members will be attending their first meeting this week.

5.2 **Report of the President**

Angela Zangari highlighted the following items from the February President's report to the Board:

- Activities continue related to the engagement strategy for validating our Purpose, Vision and Values.
- The NHS continues to be engaged in the development of the strategic direction of the Integrated Care Coordination (ICC).
- The Executive Team continues to report on rounding activities weekly.
- The planning for the new South Site remains on track with the Stage 1B submission to take place by March 31st.

5.3 **Report of the CEO**

Kevin Smith provided highlights on the following items:

- Key elements of the NHS/SJHS response to the Patient First Discussion Paper were provided. It will be strongly advised that the LHIN should not hold a combined role for health care planning and service delivery.
- The Ministry is planning on a 0% increase for new expenses. Any new costs incurred relating to collective agreement negotiations will need to be offset internally.
- Allowing a "Free Vote" on Physician assisted dying, legislation is being debated by the Liberal party. The data from the USA and other countries that have adopted the practice are under review. There continues to be discussion in Ontario related to delivery of the program. Further developments on this active law are anticipated.
- Positive dialogue is occurring with respect to the delivery of Mental Health and Addictions services. The NHS and SJHH are anticipated be major providers in the LHIN.
- The renal project has been very successful in providing a seamless experience for patients with the LHIN.

6. **OTHER BUSINESS**

An update was provided with respect to the Community Advisory Committee meeting held on February 11th. The meeting focused on obtaining the Committee Members input related to the navigation of the NHS website, strategies to improving patient experience and Quality Improvement Plan initiatives.

7. **MOTION TO MOVE TO CLOSED SESSION**

MOTION B16-023:

It was MOVED by C. Sutherland and SECONDED by L. Boggio that the NHS Board of Directors meeting of February 23, 2016 be adjourned and move to Closed Session.

8. **ADJOURNMENT**

The Open Session adjourned at 6:05p.m.

Recording Secretary: D. Dube

Barry Wright, Chair