



Strategic Planning

We have started connecting with our staff, physicians and volunteers regarding our Purpose, Vision and Values. The validation workshops have received an outstanding interest from staff with over 250 participants registered across all of the sites. These internal sessions will be closely followed by validation workshops with our external partners.

Internally, the Executive Team has begun drafting the directions, priorities, and initiatives that will guide the organization over the next three years. These directions and priorities should be finalized by the end of April. There will be continued engagement with leaders, staff and physicians and discussions with the Strategic Planning Committee as this work unfolds.

Accreditation

Niagara Health has achieved an Exemplary Accreditation result for the first time in the organization's history. This is an extraordinary achievement and reflects the incredible efforts of the entire NHS team. Accreditation Canada has identified a few areas of improvement which we will continue to address and reinforce through our Bridge to Extraordinary initiative.

Capital Redevelopment

We have decided to share internally the preferred siting options with staff at open houses as we continue with our capital redevelopment project. The open houses will showcase the architectural renderings of the Niagara Falls Hospital as well as the Welland Ambulatory/Urgent Care Centre/Long-Term Care Centre.

We have received feedback from the LHIN regarding our stage 1A submission and will incorporate this feedback into our next submission. The submission is on track to be presented to the MOHLTC at the end of March. We have also been asked to present our vision of healthcare in the region at the HNHB LHIN Board of Directors meeting in April.

Physician Assisted Death

A summary report of Physician Assisted Death has been shared for review. We are reviewing how this will impact Niagara Health.

All for now,

Suzanne



**NIAGARA HEALTH SYSTEM
Board of Directors Meeting (Open Session)**

MINUTES OF MEETING

March 22, 2016; 4:00 p.m.

Welland Hospital Site – Auditorium

| | Sept 22/15 | Oct 27/15 | Nov 24/15 | Dec 22/15 | Jan 26/16 | Feb 23/16 | Mar 22/16 | | |
|------------------------------------|------------|-----------|-----------|-----------|-----------|-----------|-----------|--|--|
| Barry Wright, Chair | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | R | | |
| Bunny Alexander | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | R | | |
| Larry Boggio | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | |
| John Bragagnolo | ✓ | ✓ | ✓ | ✓ | ✓ | R | ✓ | | |
| Satish Chawla (ex-officio) | ✓ | ✓ | R | 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 | ✓ | 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:

- Debbie Smith - NHS
- Brian Guest – SJHS
- Moira Taylor – SJHH Board
- Carl Santoni – SJHH Board
- Gord Statham – ONE Foundation
- Kristina Manzi – ONE Foundation

1. CALL TO ORDER

Board Vice-Chair John MacDonald called the meeting to order at 4:04 p.m., and welcomed guests, staff, fellow Directors and colleagues from St. Joseph’s.

1.1 Quorum

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

1.2 Approval of the Agenda

MOTION B16-029:

It was MOVED by C. Sutherland and SECONDED by J. Bragagnolo that the NHS Board of Directors approves the Open Session Agenda for the March 22, 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

The Board was provided with a status update on the recent appeal to Accreditation Canada. The NHS status has now been upgraded to the highest category – Accredited with Exemplary Standing.

The NHS's United Way workplace fundraising efforts are being recognized with the United Way Chair's award at their Annual Awards Night.

1.5 Reaffirming our Mission

Larry Boggio led the Board through a review of the Mission, Vision and Values with a focus on the way in which the NHS is demonstrating the vision through its focus on quality and financial stability.

1.6 Patient Story

Debbie Smith provided a story of the year long journey of a patient who suffered a hemorrhage from an aneurism. The significant system integration and planning has allowed the patient to return home.

2. PRESENTATION

There were no presentations at this meeting.

3. APPROVAL OF BOARD MINUTES

MOTION B16-030:

It was MOVED by K. Kawall and SECONDED by L. Boggio that the Minutes of the February 23, 2016 Open Session of the NHS Board of Directors Meeting be approved as presented. CARRIED.

4. MATTERS FOR DECISION/DISCUSSION

4.1 Report of the Quality Committee

Larry Boggio, Committee Vice-Chair, provided highlights from the Committee's March 9th meeting, as outlined in the Committee Report to the Board, as follows:

4.1.1 2016/17 Quality Improvement Plan Workplans and Narratives – NHS and Extended Care Unit

The Board was provided with an overview of the indicators selected for inclusion in the 2016/17 NHS and Extended Care Unit (ECU) Quality Improvement Plans (QIPs). Patient Experience remains a priority for the NHS and will continue to be monitored, however it will not be included in the QIP as a real time solution is being developed to collect this data.

Readmissions will also be excluded from the QIP and will continue to be monitored through the Integrated Care Coordination (ICC) Project. The Quality Committee will consider best practice data when reviewing the performance of all indicators being monitored.

MOTION B16-031:

It was MOVED by L. Boggio and SECONDED by J. Bragagnolo that on the recommendation of the Quality Committee, the NHS Board of Directors approves the 2016/17 NHS and Extended Care Unit Quality Improvement Plan Workplans and Narratives. CARRIED.

- The Committee received the Mental Health & Addictions Program report. The Committee discussion focused on the external review of the program's suicide prevention strategies and ongoing challenges related to treatment of children's and adolescents.
- The Committee received a report related to Biomedical Services. The Committee was impressed with the manner in which the department ensures equipment is maintained.
- The Committee reviewed the process and next steps related to Never Events. These will be reported to the Committee should they occur.

4.2 Report of the Resource and Audit Committee

Cathy Sutherland, Resource and Audit Committee Chair, provided highlights from the March 8th meeting, as outlined in the Committee Report to the Board, as follows:

4.2.1 Accountability Agreements

The HNH B LHIN requires that the Board of Directors annually approve the Hospital Services Accountability Agreement (HSAA), the Multi-Sector Accountability Agreement (MSAA) and the Long-Term Care Home Service Accountability Agreement (LSAA). No material changes were noted from the previous agreements. Once funding has been confirmed, any changes required to the HSAA agreement will be brought forward for approval. At the Board's request, a copy of the original agreements will be posted to the portal for reference.

MOTION B16-032:

It was MOVED by C. Sutherland and SECONDED by K. Kawall that, on the recommendation of the Resource and Audit Committee, the NHS Board of Directors approve the 2008-17 Health Service Accountability Agreement (HSAA)

And that, the NHS Board of Directors approve the 2014-17 Multi-Sector Service Accountability Agreement (MSAA)

And that, the NHS Board of Directors approve the 2016-19 Long-Term Care Home Service Accountability Agreement (LSAA). CARRIED.

- The Committee discussed the Ministry's funding formula change and the potential impact to the Post Construction Operating Plan (PCOP) funding received for the St. Catharines Site.
- In follow up to a request at the March Committee meeting, a detailed overview of the overtime rates as well as the ongoing strategies for reducing sick-time was discussed.

4.3 Report of the Governance Committee

Murray Paton, Governance Committee Chair, provided highlights from the March 11th meeting, as outlined in the Committee Report to the Board, as follows:

4.3.1 Role of the Committee Chair and Role of the Treasurer Policies

In order to provide increased flexibility, the policies have been revised to allow the Board to extend the terms of the Committee Chair and Treasurer to a maximum of three years.

MOTION B16-033:

It was MOVED by M. Paton and SECONDED by J. Bragagnolo that, on the recommendation of the Governance Committee, the NHS Board of Directors approve the revised Role of the Committee Chair and Role of the Treasurer Policies. CARRIED.

- The inaugural meeting of the Nominating Committee has taken place and the recruitment process has been launched.
- Exit interviews for Directors leaving the Board in 2015 have been completed. The Governance Committee has reviewed the summary reports and associated recommendations relating to streamlining questions to be used.
- The Governance retreat has been deferred to the fall due to a change in facilitator. Directors were reminded to complete the Non-Board Committee Member Peer to Peer Evaluations.
- The Committee discussed the revised timeline and process for the revision of the Professional Staff By-Laws.

4.4 Ad Hoc Strategic Planning Committee

John MacDonald, Strategic Planning Committee Chair, provided highlights from the March 11th meeting, as outlined in the Committee Report to the Board, as follows:

- Work continues to evolve the plan in preparation for the launch at the June Annual General Meeting. The next step in the process will be to validate the vision, values and key focuses with those who have contributed thus far, both internally and externally. More than 300 staff, physicians and volunteers have signed up for the internal sessions.

4.5 Medical Advisory Committee and Chief of Staff/EVP Medical

Derek McNally provided highlights on behalf of Dr. Tom Stewart for the Chief of Staff/EVP Medical and Medical Advisory Committee March 2nd meeting, as outlined in the Committee Report to the Board, as follows:

- An algorithm has been created in partnership with the Pediatric, Surgery and Emergency Programs to facilitate effective and efficient Pediatric surgery transfers.
- A Physician Recognition event is scheduled for April 27th where awards will be presented in three categories.
- The recruitment process for the Chief of Emergency and Deputy Chief of Staff is nearing completion.
- Two physician assistants are joining the NHS in internal medicine for a one year trial period.

5. **REPORTS**

5.1 **Report of the ONE Foundation**

Kristina Manzi and Gord Statham attended the Board meeting to provide an update on Foundation activities, as follows:

- A video of the Gala has been posted and reached 1,000 views on YouTube.
- A Kid's Ultimate Challenge event is planned for children ages 4-12. The goal is to raise \$50,000.
- A list of third party events was provided to Directors should they wish to participate.
- Two new Major Gift Officers are coming on board.
- The feasibility study RFP is complete and the preferred proponent will be brought forward to the Foundation Board for approval. The results of the study are expected to be available in early fall.

5.2 **Report of the President**

Suzanne Johnston highlighted the following items from the March President's report to the Board:

- The Board is delighted with the status of Accredited with Exemplary Standing and formally recognized the tremendous work of all who contributed to this award.
- The preferred options relating to the Capital Redevelopment projects have been shared with staff with positive feedback received.
- An information sheet was shared relating to physician assisted dying. A communication plan will be developed to ensure that staff are prepared should a request be received.

6. **OTHER BUSINESS**

There was no other business to report.

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

MOTION B16-034:

It was MOVED by J. Bragagnolo and SECONDED by L. Boggio that the NHS Board of Directors meeting of March 22, 2016 be adjourned and move to Closed Session.

8. **ADJOURNMENT**

The Open Session adjourned at 5:28p.m.

John MacDonald, Vice-Chair

Recording Secretary: D. Dube