



Strategic Planning

In May we had the opportunity to share our draft Purpose, Vision and Values with more than 20 of our academic and community partners. Community leaders were excited about the future direction of Niagara Health and their role in contributing to our vision of a Healthier Niagara. The final phase of engagement will occur in early June with consultation from our Community Advisory Committee.

The Executive Team is in the process of finalizing the objectives, measures and initiatives of the strategic plan that will be presented to the Board for approval. The next phase of work will include the development of the operational plan.

Be Well Campaign

The NHS has recently launched a new Be Well campaign that focuses on the health and wellness of the Niagara Health team. Each month we will share a Be Well message that will include health and wellness tips on themes such as managing stress, healthy eating and physical activity. The campaign highlights existing programs and resources available to support the wellbeing of staff at Niagara Health. Be Well also introduces a new department/unit level Sick Time Scorecard that will be prominently displayed on huddle boards for managers to regularly review with staff. This campaign aligns with one of our proposed strategic plan initiatives to support the physical and mental health of our people while helping them to make informed personal health choices.



Accreditation

Route NHS has been transformational on so many fronts since we launched it a year ago in preparation for accreditation, and it continues to attract attention from across the country. This creative and cutting-edge initiative has been recognized by the Canadian Public Relations Society Hamilton Chapter for a prestigious annual Pinnacle Award for Internal Communications. In addition, members of our Niagara Health team have been selected to present at two national quality conferences this year. This initiative is a shining example of the extraordinary teamwork and organization-wide engagement that continues to occur within Niagara Health.

Community Events

I recently attended Jack Lightstone's farewell event held at the Marilyn I. Walker School of Fine Performing Arts. The event marked the end of Jack Lightstone's term as President of Brock University and paid homage to the important role that he has played within the Niagara community.

All for now,

Suzanne

NIAGARA HEALTH SYSTEM
Board of Directors Meeting (Open Session)

MINUTES OF MEETING

May 24, 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	Feb 23/16	Mar 22/16	Apr 26/16	May 24/16	
Barry Wright, Chair	✓	✓	✓	✓	✓	✓	R	✓	✓	
Bunny Alexander	✓	✓	✓	✓	✓	✓	R	✓	✓	
Larry Boggio	✓	✓	✓	✓	✓	✓	✓	✓	R	
John Bragagnolo	✓	✓	✓	✓	✓	R	✓	R	✓	
Satish Chawla (ex-officio)	✓	✓	R	R	✓	✓	R	✓	R	
Suzanne Johnston (ex-officio)	✓	✓	✓	✓	✓	R	✓	✓	✓	
Marti Jurmain	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Ken Kawall	✓	✓*	✓	✓	✓	✓	✓	R	✓	
John MacDonald	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Derek McNally (ex-officio)	✓	✓	✓	✓	R	✓	✓	R	✓	
Murray Paton	✓	✓	✓	✓	✓*	✓*	✓*	✓	✓	
Cathy Sutherland	✓	✓	R	✓**	R	✓	✓	✓	✓	
Thomas Stewart (ex-officio)	✓	✓	✓	✓**	R	✓	R	✓	✓	
Robert Tiffin	✓	✓	✓	✓	✓	✓	✓*	✓	R	
Staff in Attendance:										
Linda Boich	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Flo Paladino	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Kevin Smith		✓			✓***	✓			✓	
Caroline Bourque-Wiley				✓	✓	✓	✓	✓	✓	
Angela Zangari	✓	✓	✓	✓		✓	✓		✓	

*via teleconference/videoconference

**attended in part

Guests:

Laura Farrelly – NHS
 Brian Guest – SJHS
 Adriaan Korstanje – SJHH Board
 Tony Thoma – SJHH Board
 Kristina Manzi – ONE Foundation
 Joe Maggiolo

1. CALL TO ORDER

Board Chair Barry Wright called the meeting to order at 4:00 p.m., and welcomed guests, staff, colleagues from SJHH 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 B16-052:

It was MOVED by M. Paton and SECONDED by M. Jurmain that the NHS Board of Directors approves the Open Session Agenda for the May 24, 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 notified of the next Medical Staff Association Meeting. Any Directors interested in attending are welcome.

1.5 Reaffirming our Mission

Murray Paton led the Board through a review of the Mission, Vision and Values with a focus on the importance of alignment between the Board and Niagara Health's missions to ensure quality of care for those we serve.

1.6 Patient Story

Laura Farrelly provided a patient story from the Intensive Care Unit. The story highlighted the way in which each of the sites came together to support the family and coworkers during their time of grief.

2. PRESENTATION

There were no presentations at this meeting.

3. APPROVAL OF BOARD MINUTES

MOTION B16-053:

It was MOVED by B. Alexander and SECONDED by C. Sutherland that the Minutes of the April 26, 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

Bunny Alexander, Committee Chair, provided highlights from the Committee's May 11th meeting, as outlined in the Committee Report to the Board, as follows:

The Committee received detailed reports from Diagnostic Imaging, Laboratory, Infection Control and Information Communication Technology. The Niagara Health and Extended Care Unit Quality Improvement Scorecard of first quarter results, as well as a legal claims analysis were also presented. Members of the Board were welcomed to attend and observe the proceedings of a Quality Meeting if desired.

4.2 Report of the Resource and Audit Committee

Cathy Sutherland, Resource and Audit Committee Chair, provided highlights from the May 17th meeting, as outlined in the Committee Report to the Board, as follows:

4.2.1 Year-End Audited Financial Statements and Auditor's Management Letter

The Board was provided with an overview of the Committee's discussion with Deloitte related to the 2015/16 audit. During the process, there were no materiality issues identified, no uncorrected misstatements and no significant deficiencies in control noted.

At March 31, 2016, Niagara Health ended with a surplus of \$9.9 million after capital expenditures and although there continues to be a working capital deficit, reliance on cash advances but short term borrowing has been reduced substantially.

The Auditors were pleased with the level of cooperation from Management during the process.

MOTION B16-054:

It was MOVED by C. Sutherland and SECONDED by K. Kawall that, on the recommendation of the Resources and Audit Committee, the NHS Board of Directors approve the 2015/2016 year-end financial statements as presented by the auditors Deloitte LLP. CARRIED.

4.2.2 Auditor's Extension and Reappointment

The current contract for external audit services is expiring. The Committee supported the recommendation to approve a one year extension for the current audit firm of Deloitte, with the option for the appointment of an additional two year term. The audit fees will remain the same as in previous years.

MOTION B16-055:

It was MOVED by C. Sutherland and SECONDED by J. Bragagnolo that, on the recommendation of the Resources and Audit Committee, the NHS Board of Directors appoint Deloitte LLP as auditors of the Corporation and extend the current term of service for a one year extension renewable for an additional two year term and to hold office until the 2017 Annual General Meeting, or until a successor is appointed, and that its remuneration be set by the Board of Directors. CARRIED.

4.2.3 MSAA Schedule G Declaration of Compliance

The Committee reviewed the 2014-17 Multi Sector Accountability Agreement (MSAA) Schedule G Declaration of Compliance. Senior Management confirmed that Niagara Health has fulfilled the obligations set out in the agreement during the applicable period.

MOTION B16-056:

It was MOVED by C. Sutherland and SECONDED by B. Alexander that, on the recommendation of the Resources and Audit Committee, the NHS Board of Directors authorize by resolution, the MSAA Schedule G – Declaration of Compliance for April 1, 2015 to March 31, 2016. CARRIED.

The Committee was provided an update with respect to Human Resource matters including union bargaining, sick time, employee engagement surveys, succession planning and workplace relations and violence.

4.3 Report of the Governance Committee

Murray Paton, Governance Committee Chair, provided highlights from the May 13th meeting, as outlined in the Committee Report to the Board, as follows:

4.3.1 Administrative By-Law Amendment

An adjustment to the section outlining eligibility to serve as a Director was required to clarify the exclusion criteria.

MOTION B16-057:

It was MOVED by M. Paton and SECONDED by J. Bragagnolo that, on the recommendation of the Governance Committee, the NHS Board of Directors approves the proposed amendment, to Article 4.3 items (f) and (g), as set out below:

(f) is a current employee or member of the Professional Staff, or a person who lives in the same household as a current employee or member of the Professional Staff; and

(g) is a former employee or member of the Professional Staff, or a person who lives in the same household as a former employee or member of the Professional staff, unless the Board otherwise determines.

CARRIED.

4.3.2 Independent Director Reappointment

The four Independent Directors at the end of their current terms were subject to Peer to Peer and Individual assessments. The reviews were positive and therefore the Governance Committee has approved the recommendation for reappointment for a three year term.

MOTION B16-058:

It was MOVED by M. Paton and SECONDED by J. Bragagnolo that, on the recommendation of the Governance Committee, the NHS Board of Directors approves the reappointment of the following Independent Directors for a three (3) year term: Larry Boggio; Marti Jurmain; Murray Paton and Cathy Sutherland.
CARRIED.

4.3.3 Standing Committee Vice-Chair Appointments

Formal approval of the appointment of Standing Committee Vice-Chairs is required.

MOTION B16-059:

It was MOVED by M. Paton and SECONDED by J. Bragagnolo that, on the recommendation of the Governance Committee, the NHS Board of Directors approves the Standing Committee Vice-Chair appointments for the 2016/17 Board year as follows:

Bunny Alexander – Governance Committee Vice-Chair

Marti Jurmain – Quality Committee Vice-Chair

Cathy Sutherland – Resources and Audit Committee Vice-Chair.

CARRIED.

The Governance Committee discussed the workload distribution in keeping with the Guideline for Director Appointments and will be reaching out to Directors requiring an additional appointment. The Board was provided with the qualitative and quantitative results of the Standing Committee assessments for information. M. Paton also provided the Board with an update regarding the progress of the Nominating Committee to date.

4.4 Ad Hoc Strategic Planning Committee

John MacDonald, Strategic Planning Committee Chair, provided highlights from the April 29th meeting, as outlined in the Committee Report to the Board, as follows:

4.4.1 Approve New Visual Branding

The new branding being unveiled with the launch of the Strategic Plan was discussed.

MOTION B16-060:

It was MOVED by J. MacDonald and SECONDED by M. Paton that, on the recommendation of the Ad-Hoc Strategic Planning Committee, the NHS Board of Directors approve the new visual branding. CARRIED UNANIMOUSLY.

The Committee also met on May 17th to review and discuss the revised draft strategic plan narrative and indicator targets. The Board participated in a mini workshop on May 24th to review and comment on these revised documents. Further recommendations were made which will be incorporated into the final documents for the launch on June 28th.

MOTION B16-061:

It was MOVED by J. MacDonald and SECONDED by M. Jurmain that on the recommendation of the Ad Hoc Strategic Planning Committee, the NHS Board of Directors approves the strategic plan narrative and 2016-2020 targets as amended. CARRIED

4.5 Medical Advisory Committee and Chief of Staff/EVP Medical

Dr. Tom Stewart provided highlights for the Chief of Staff/EVP Medical and Medical Advisory Committee May 4th meeting, as outlined in the Committee Report to the Board, as follows:

- The approved minutes of the Medical Advisory Committee are posted to ensure all physicians have access. Immediately following each meeting, summary points are sent to the Regional Chiefs for discussion at their respective department meetings.
- A Committee has been established to review the legislation related to Medical Assistance in Dying. Internal communications will be prepared to ensure that all staff is aware of the procedures to follow should a request be received.
- The Doctors Day event was very successful with a number of awards presented.

5. REPORTS

5.1 Report of the ONE Foundation

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

- The Foundation is currently working on budgets and will present their plan to the Resources and Audit Committee in June.
- A list of third party events was shared with the Board.
- The Kid's Ultimate Challenge on June 5th now has 900 registrants.
- A Thank a Thon will occur during the months of July and August to ensure that current donors are thanked for their contributions.

5.2 Report of the CEO

Kevin Smith provided highlights on the following items:

- The Integrated Care work the NHS is participating in is going well and receiving recognition both provincially and internationally.
- Work at the provincial level continues, particularly to understand mitigation strategies related to the changes to the Health Based Allocation Methodology (HBAM).
- Wait times are a priority for the Ministry of Health and our LHIN is comparing local data with other LHINs.
- More information is forthcoming with respect to the outcome of the Putting our Patients First paper.

5.3 President

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

- The NHS has launched the Be Well Campaign which focuses on the health and wellness of the Niagara Health Team.
- Sick time rates are being posted on the unit level so managers and staff are aware of their data.
- The Communication and Quality Teams have been recognized for their work on internal communications related to the Accreditation Process. Route NHS is also being touted by Accreditation Canada.
- The Team is in the process of finalizing the objectives, measures and initiatives to support the strategic plan which will be unveiled at the June Annual General Meeting.

6. OTHER BUSINESS

There was no other business to report.

7. MOTION TO MOVE TO CLOSED SESSION

MOTION B16-062:

It was MOVED by C. Sutherland and SECONDED by J. Bragagnolo that the NHS Board of Directors meeting of May 24, 2016 be adjourned and move to Closed Session. CARRIED.

8. ADJOURNMENT

The Open Session adjourned at 5:50p.m.

Barry Wright, Chair

Recording Secretary: D. Dube