



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

October 27, 2015; 4:00 p.m.

Douglas Memorial Site – Public Health Room

	Sept 22	Oct 27							
<b>Barry Wright, Chair</b>	✓	✓							
Bunny Alexander	✓	✓							
Larry Boggio	✓	✓							
John Bragagnolo	✓	✓							
Satish Chawla (ex-officio)	✓	✓							
Suzanne Johnston (ex-officio)	✓	✓							
Marti Jurmain	✓	✓							
Ken Kawall	✓	✓*							
John MacDonald	✓	✓							
Derek McNally (ex-officio)	✓	✓							
Murray Paton	✓	✓							
Cathy Sutherland	✓	✓							
Thomas Stewart (ex-officio)	✓	✓							
Robert Tiffin	✓	✓							
<b>Staff in Attendance:</b>									
Linda Boich	✓	✓							
Flo Paladino	✓	✓							
Kevin Smith		✓							
Brady Wood	✓								
Angela Zangari	✓	✓							

\*via teleconference/videoconference

**Guests:**

- Brian Guest - SJHS
- Peter Tice – SJHH
- Rod Dobson – SJHH
- Nancy Fletcher – NHS
- Joe Maggiolo – ONE Foundation
- Kristina Manzi – ONE Foundation

**1. CALL TO ORDER**

Board Chair Barry Wright called the meeting to order at 4:03 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 B15-114:**

**It was MOVED by J. MacDonald and SECONDED by B. Alexander that the NHS Board of Directors approves the Open Session Agenda for the October 27 2015 Meeting, as presented. CARRIED.**

## **1.3 Declaration of Conflicts**

There were no conflicts declared.

## **1.4 Chair's Remarks**

Barry Wright welcomed the members of the St. Joseph's Healthcare Board of Governors (BG) in attendance and noted that both Marti Jurmain and Robert Tiffin would be attending the October 29<sup>th</sup> BG meeting in Hamilton. Also welcomed were the ONEFoundation representatives in attendance. Congratulations were extended to the new Board Leadership appointed at the October 22, 2015 ONE Foundation AGM.

Also of note, beginning in November, the Board and Standing Committees will be completing meeting evaluations electronically.

## **1.5 Reaffirming our Mission**

Marti Jurmain led the Board through a review of the Mission, Vision and Values with a focus on the commitment to continuous quality improvement. She noted that the strength of the NHS's commitment is evident in several ways including the policies and procedures put in place as well as the actions and decision making of the Board.

## **1.6 Patient Story**

Derek McNally provided the patient story of a man diagnosed with cancer who deteriorated post operatively. The story focused on the importance of care plans and effective communication with patients and families. Learnings from this story will be shared broadly with staff during meetings and huddles. Also as a result, signs will be posted for families to access the Critical Care Response Team should they feel that their loved ones require immediate intervention

## **2. PRESENTATION**

### **2.1 Refresh - Financial Literacy for Directors**

Angela Zangari provided the Board a presentation including an overview of hospital funding, revenue, expenses, budgeting and reporting requirements.

## **3. APPROVAL OF BOARD MINUTES**

### **MOTION B15-115:**

**It was MOVED by R. Tiffin and SECONDED by L. Boggio that the Minutes of the September 22, 2015 Open Session of the NHS Board of Directors Meeting be approved. CARRIED.**

## **4. MATTERS FOR DECISION/DISCUSSION**

### **4.1 Report of the Quality Committee**

Bunny Alexander, Committee Chair, provided highlights from the Committee's October 21<sup>st</sup> meeting, as outlined in the Committee Report to the Board, as follows:

#### 4.1.1 Ethics Framework

Nancy Fletcher, Director of Professional Practice provided the Board a presentation related to the Ethics Framework which has been further refined and strengthened through extensive consultation with staff. The Communications department has assisted in branding the refreshed framework; including the creation of info cards with the SBAR (Situation, Background, Assessment, Recommendation) framework and contact information should staff be faced with an ethical decision.

The Board agreed that although this framework was not previously documented in this fashion, Board decisions made to date have used the SBAR rationale.

- Significant improvements in turn-around times have been made as a result of the implementation of the patient portering system at the St. Catharines Site and changes across the system to improve patient flow. The collective time reduction in portering times has had a positive impact on access, safety, flow and staff satisfaction.
- Wait times for Emergency Departments and Urgent Care Centres are now posted on the NHS Website in order to assist the public with choosing treatment options. Management will also have access to data related the number of patients waiting and what types of treatments they are waiting for.

#### 4.2 **Report of the Resource and Audit Committee**

Cathy Sutherland, Committee Chair, provided highlights from the Committee's October 13<sup>th</sup> meeting, as outlined in the Committee Report to the Board, as follows:

- Teresa Struk provided the Committee with a refresher on Health System Funding Reform (HSFR) with a focus on the components of the activity based approach that incorporates incentives to deliver quality care.
- Flo Paladino presented on workplace data and trends, particularly related to recruitment and vacancies as there has been some movement in this regard. Further progress has been made in the area of staff safety with the implementation of the new Low Friction Swift Ultra Glide System meant to reduce the number of staff injuries as a result of patient handling. Management will continue to monitor these indicators closely.

#### 4.3 **Report of the Governance Committee**

Murray Paton, Governance Committee Chair, provided highlights from the October 16<sup>th</sup> meeting, as outlined in the Committee Report to the Board, as follows:

##### 4.3.1 Performance Goal Setting COS – 2015/16

The 2015/16 COS goals were originally reviewed by the Governance Committee in September 2015. At that time, the Committee requested that the goals be revised to reduce the overall number and define the timelines more clearly. The revised goals were reviewed at the October meeting and are being recommended for approval by the Board of Directors.

##### **MOTION B15-116:**

**It was MOVED by M. Paton and SECONDED by J. MacDonald that, on the recommendation of the Governance Committee, the NHS Board of Directors approves the Chief of Staff Goals for 2015/16. CARRIED.**

4.3.2 Board Resignation

An Independent Director resignation has been received. A letter on behalf of the Board will be sent to the Director from the Board Chair following the acceptance of the resignation. Further discussion will occur at the November Governance meeting with respect to filling of the current vacancies, reflecting the newly revised Skills Matrix.

**MOTION B15-117:**

**It was MOVED by M. Paton and SECONDED by B. Alexander that, on the recommendation of the Governance Committee, the NHS Board of Directors accept with regret, the resignation of Frank Vassallo, effective immediately. CARRIED.**

Due to the current vacancies, the Committee discussed the development of a guideline document to further refine the expectations for Independent Directors as it relates to Committee Appointments. A recommendation will be brought forward to the Board for consideration in November.

The Committee also discussed the introduction of Exit Interviews for departing Independent Directors. A recommendation will be brought forward to the Board for consideration in November.

4.3.3 Vice-Chair Quality

**MOTION B15-118:**

**It was MOVED by M. Paton and SECONDED by J. Bragagnolo that, on the recommendation of the Governance Committee, the Board of Directors approves Larry Boggio as Vice-Chair of the Quality Committee for the 20-15 Board Year (Abstention: L. Boggio). CARRIED.**

4.3.4 Accreditation Follow Up

Linda Boich led the Board through the package provided in preparation for the Accreditation Survey in November 2015 which included:

- A document outlining key issues and suggested speaking notes for the Governance Session on November 23<sup>rd</sup>. Management is available to meet with any Independent Directors as requested.
- Surveyor biographies.
- Excerpts from the Required Organizational Practice (ROP) Handbook that have been prepared for staff and provided to the Board to demonstrate the link from the Boardroom to the bedside.

Murray Paton noted that on a go forward basis, existing Board Policies will be reviewed on a monthly basis to remind the Board of their content. The October review included the following policies:

- Roles and Responsibilities of the Board
- Principles of Governance
- Conflict of Interest

4.3.5 Annual Community Engagement Polling Results

Suzanne Johnston provided the Board an update on the most recent engagement results which show continual improvement in positive feedback at the community level. Although there are still improvements to be made, there is further improvement since the last polling.

- The Committee is considering a mechanism to review the outcome of Board motions to ensure that appropriate follow up has occurred. This will be presented for consideration to the Board in November.
- Preliminary preparations are underway for a Governance retreat in the New Year. The subject matter and forum for the retreat will be discussed by the Committee in the coming months.

#### **4.4 Report of the Ad Hoc Strategic Planning Committee**

John MacDonald, Chair of the Ad Hoc Strategic Planning Committee, provided a verbal update of the Committee's meeting of October 13<sup>th</sup> and Board Retreat on October 15<sup>th</sup>. He advised that the retreat focused on refinement of the Mission Statement and Values which will be finalized at the next Committee meeting and then presented to the Board for consideration. The next steps will include engagement with key partners to validate the refreshed draft.

#### **4.5 Report of the Medical Advisory Committee**

Dr. Tom Stewart provided highlights from the Medical Advisory Committee October 7<sup>th</sup> meeting, as outlined in the Committee Report to the Board, as follows:

- The search process for the Chief of Diagnostic Imaging is coming to a close and a recommendation will be forthcoming to the Board in the coming months.
- A number of physicians have been recognized for their work and leadership. Letters of congratulations will be sent to these physicians on behalf of the Board.

### **5. REPORTS**

#### **5.1 Report of the ONE Foundation**

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

- The Foundation will be launching a recruitment process to fill the current Board vacancies.
- Revenues are currently tracking higher than the previous year. The October fundraising activities included the "Go Pink" challenge which has 30 people challenged to date. November will include "Moustache Mania" with proceeds benefitting prostate cancer. The Holiday Giving campaign is getting underway and will include the Celebration of Lights however official tree lighting ceremonies will not take place.
- The Foundation has developed a new publication and the first issue has been sent to approximately 20,000 donors. Copies are available for the Board if requested.

#### **5.2 Report of the Chief of Staff**

Dr. Tom Stewart highlighted the following items from his October report to the Board:

- The joint COS role with St. Joseph's Healthcare began October 13<sup>th</sup>. As an interim measure, four NHS physicians have been identified to assist in tasks until a permanent Deputy is identified.
- The Chief Safety Officer will be leaving the NHS in January 2016 to pursue an opportunity in the UK. The organization remains committed to the concept of this position and will determine structure moving forward.

### 5.3 Report of the CEO

Kevin Smith highlighted the following items in his October report to the Board:

- Interest of the newly elected government as it relates to healthcare policy is unknown at this time.
- Current media is suggesting that labour negotiations for Ontario Nurses may be forthcoming. The Minister has also developed a task force to view potential models for physician payments.
- The Auditor General has released a report on Community Care Access Centres, including the shortcomings of the system and community based care. The Auditor General is also currently completing a report on the LHINs.
- Provincially, a Patient Ombudsman for Healthcare is being recruited. The newly created position will build on the system of patient concerns and report to the Minister of Health.
- An RFP process is underway to develop a provincially standardized process for order sets. NHS has led the development of the RFP on behalf of SJHH.

### 5.4 Report of the President

Suzanne Johnston highlighted the following items from her October report to the Board:

- The internal newsletter "Pulse" was shared with the Board which highlights progress made to support key priorities. The communication has been very well received across the organization.
- A meeting is scheduled with the LHIN to discuss the framework of services in Niagara as well as the development work on the South Site.
- The NHS will join the integrated care initiative with LHIN partners in January 2016. The NHS has been preparing for this and Suzanne Johnston sits as Co-Chair of the LHIN Steering Committee.
- Regular meetings are scheduled with St. Joseph's President as a mechanism to consistently evaluate the success of the integrated COS model.
- Meetings with municipal leadership is continuing and letters of congratulations have been sent from the President's office.

Barry Wright presented Suzanne with a star received as a result of a compliment from a patient's family

Dr. Satish Chawla noted that the MSA appointed new executive at their annual meeting and that he will remain in the position of President of that association.

## 6. **OTHER BUSINESS**

There was no other business identified for discussion.

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

**MOTION B15-119:**

**It was MOVED by R. Tiffin and SECONDED by L. Boggio that the NHS Board of Directors meeting of October 27, 2015 be adjourned and move to Closed Session.**

## 8. **ADJOURNMENT**

The Open Session adjourned at 6:29p.m.

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Barry Wright, Chair

Recording Secretary: D. Dube