

MIDDLESEX HOSPITAL ALLIANCE
BOARD OF DIRECTORS MEETING
Wednesday, January 27, 2016
SMGH Boardroom
1730 hours

Present: D. Butler (Board Chair)
J. Barnett
R. McRae
B. Montgomery
N. MacLean (t/c)
B. Twyford
N. Vander Gulik
C. Waters
S. Whittall
K. Williams (t/c)

Regrets: R. Shea
N. Maltby

Guests: S. Ouellet

Ex-Officio

A. Smith
J. Dreyer
G. Perkin (t/c)
V. Rajgopal
T. Stepanuik
C. Swan, Recorder

1. CALL TO ORDER

The Chair called the meeting to order at 1735 hours.

2. APPROVAL OF AGENDA

MOTION
BG: 65/15

A motion was made and seconded BE IT RESOLVED THAT:

The agenda be accepted as presented.

CARRIED

3. DECLARATION OF INTEREST

The Chair stated that each board member must declare a conflict of interest at the appropriate time on any item within the agenda if a member may have a vested interest.

4. OPENING REMARKS – D. Butler, Chair

November has been a very busy month. An overview of the following events was shared:

- Strategic Plan Plaques are now on display. Copies of the Strategic Plan booklet are also available for distribution.
- FCHS Grand Re-opening of the DI Suite was held on January 13, 2016. Thank you to B. Twyford, S. Whittall and N. Vander Gulik for attending.
- Dr. Eberhard has held outpatient clinics at FCHS for many years. Effective June 2016, he will no longer be conducting scopes, but will however continue with outpatient clinics. Arrangements will be made for patients to have this procedure at SMGH.
- Congratulations to FCHS on the successful recruitment of Dr. Colin McCabe, a family physician.

- MHA Executive and the SMGH Foundation Executive have established Quarterly Meetings to continue to foster a positive and effective working relationship. The first meeting is scheduled for February 9.
- MHA Board Retreat tentatively scheduled for March will be rescheduled to later in April. Dates will be provided in the near future.
- The Clinical Services Planning Panel meetings are scheduled to start tomorrow morning.
- A meeting evaluation for tonight's meeting will be sent after tonight's meeting via monkey survey. The Board annual evaluation will be forthcoming in March.
- The Executive Committee directed the President & CEO and Chief of Staff to proceed with scheduling additional surgeries to fill current vacant OR blocks at SMGH and that surplus funds in the 2015/16 fiscal year be used to decrease the current surgical wait lists.

5. STORY TELLING – Deferred.

6. CONSENT AGENDA

Items listed under the Consent Agenda were included with the Board package.

One amendment was noted on attendance at Quality, Utilization & Risk Management Committee Meeting by Dr. J. Dreyer.

MOTION

BG: 66/15

A motion was made and seconded, BE IT RESOLVED THAT:

All Consent Agenda items, motions and recommendations be accepted as presented.

CARRIED

7. CEO REPORT – T. Stepanuik

The CEO report was included in the board package. The following information was discussed:

- Physician Assisted Dying
- Smoking Legislation and MHA compliance with legislation
- Parking directive from Minister of Health.

MOTION

BG: 67/15

A motion was made and seconded, BE IT RESOLVED THAT:

The Report of the President and Chief Executive Officer be accepted as presented.

CARRIED

8. STRATEGIC ISSUES

8.1 Clinical Services Plan Update – T. Stepanuik

T. Stepanuik provided an overview of the four Clinical Services Panels –

- Surgical – Ken Williams, Chair
- Medical – Bonnie Twyford, Chair
- OB – Sandy Whittall, Chair
- ER/Ambulatory Care – Nick Vander Gulik Chair
- Each panel includes physicians, staff and community members.
- The mandate of the panels and the decision making criteria were provided.
- The panels are time limited with the expectation being that there will be three meetings. If more time is required, additional meetings will be scheduled.

- Once information from the panels has been collated, the Steering Committee will be presented with the initial results. There will also be focus groups and one on one interviews during the clinical services review.
- The MHA Board will hold a retreat in late April for discussion and preparation of the draft plan.
- Plans are to present the final plan to the MHA Board of Directors for approval in May or June, 2016.

8.2 SMGH QbP Activity Correspondence to the SW LHIN December 14, 2015 – T. Stepanuik

Correspondence sent to the SW LHIN advising of the MHA's capacity to complete additional QbP Hip and/or Knee Total Joint Arthroplasties.

8.3 Media Attention Elective QbP's – T. Stepanuik

T. Stepanuik discussed the coverage in the media from the SW LHIN stating that SMGH had put plans in place to postpone or cancel scheduled elective surgery procedures. M. Barrett was also contacted to discuss SMGH and the inaccurate reporting in the media and the negative impact of this misinformation. The CEOs in the SW LHIN have been contacted as well to inform them of the incorrect information reported by the media.

8.3.1 Planning and Delivery of Elective Surgical Procedures – T. Stepanuik

T. Stepanuik shared a memo addressed to the SW LHIN CEOs about Planning and Delivery of Elective Surgical Procedures. This will be an agenda item at the next CEO/SW LHIN meeting.

Following a lengthy discussion, it was agreed that a meeting would be scheduled with the Board Chair from the SW LHIN, Jeff Low, Michael Barrett, CEO SW LHIN and the Executive and CEO from Middlesex Hospital Alliance to discuss damage control for SMGH in the public domain and ensure that MHA continues to enjoy a collaborative relationship with the SW LHIN.

8.4 MHA/SHHA Shared Service Agreement – CEO – K. Williams

There is genuine interest by SHHA to continue with the MHA/SHHA CEO Purchased Services Agreement, which expire February 2, 2016. Correspondence has been sent to J. McNeilly, Board Chair of SHHA, to extend the current agreement to March 31, 2016, to provide sufficient time to negotiate a new agreement. Further details will be provided as available.

8.5 Surgical Services Initiative 2015/16 Fiscal Year – D. Butler

Please see Board Chair Opening Remarks.

9. Business Arising

There was no business arising.

10. New Business

10.1 Resources Committee

10.1.1 Managing of Funds in Reserve Policy – B. Montgomery

The Resources Committee recently had a presentation from RBC Wealth Management Dominion Securities on the FCHS Investment Portfolio. B. Cunliffe, who manages the funds, was requested to review the current mix of the investments to ensure that the portfolio has the right mix of assets. Once this has been determined, the Resources

Committee will review the current MHA Investment Policy. Applicable amendments will be made to this policy. Once completed, the amended policy will be presented to the Board for approval.

10.1.2 Funding Formula Components – A. Smith

A. Smith provided an informative presentation to the Board of Directors on the funding formula components of the Health System Funding Reform (HSFR). A comparison was provided for funding in 2011, which was 98.5% global and 1.5% health based allocation method (HBAM) to 2014, which was comprised of 30% global funding, 40% HBAM and 30% Quality Based Procedures. HSFR's overall strategy is to increase efficiency, improve data quality and increase knowledge transfer. The three components of HSFR are: HBAM, base funding and QbP. In order for MHA to be successful, we need to invest resources in our high performing, high quality clinical teams with experts in case costing, financial analysis, project management, change management, clinical redesign and engineering, informatics, physician engagement and evaluation and benefits realization.

Questions were asked and answers provided throughout the presentation. The Chair thanked the CFO for a very informative and educational presentation, which has helped tremendously to understand the different types of funding received by SMGH.

10.1.3 Trane – A. Smith

MHA continues to work towards finalizing financing for this project. The energy retrofit project addresses three areas: SMGH, FCHS and the switch gear for SMGH site. Status reports were provided for these projects.

10.2 HAPS – T. Stepanuik

The LHIN, on an annual basis, requires the hospital to submit a Hospital Accountability Planning Submission (HAPS) which is a planning document that outlines the organization's projected operating fiscal state. The HAPS does not require board sign off before submission to the LHIN. The HAPS submission deadline for 2016/17 has been extended by the LHIN.

10.3 HSAA – T. Stepanuik

The Hospital Service Accountability Agreement (H-SAA) is the official Board approved submission to the SW LHIN outlining the annual cost of operations at the hospitals. Hospitals are required to submit a balanced or positive total margin budget. The submission date for the HSAA has been extended to the end of March.

A draft of the 2016/17 Operating Plan will be presented to the Resources Committee in late February.

10.4 Patient First Briefing Note & Discussion Paper – T. Stepanuik

Patients First: A proposal to strengthen patient-centred care in Ontario" is intended to put patients first by addressing structural issues that create inequities. The Briefing Note included in the Board Package provided details of the initiative.

10.5 FCHS New DI Equipment & Suite – S. Ouellet

The FCHS Diagnostic Imaging Suite held its grand re-opening on January 13, 2016. There were approximately 50 guests in attendance for the opening and tour of the new suite. The FCHS Foundation representatives were also in attendance and presented the

hospital with a cheque in the amount of \$700,000, which represents proceeds from the foundation Fundraising campaign raised to fund the new suite.

10.6 Smoking Legislation Update – S. Ouellet

Details of the smoke free legislation were discussed in the President & CEO Report. MHA has struck a steering committee whose mandate is to move the hospitals to be 100% smoke free by June 30, 2016. Key themes of this committee are:

- Communication
- Education strategies
- “Hot” topics – FCHS Villa, Palliative Care, Indigenous, Medical Marijuana)
- Compliance
- Enforcement

10.7 Syrian Refugees – T. Stepanuik

A memo from Dr. Eric Hoskins, MOHLTC about the health system action plan to ensure support is available for the influx of Syrian Refugees.

10.8 MOHLTC Parking Directive – T. Stepanuik

Dr. Eric Hoskins, MOHLTC announced a new hospital parking policy for Ontario. The communication outlining the new policy was provided in the Board package. This directive does not apply to Foundations that manage parking at hospitals, however, the SMGH Foundation has agreed to comply with this directive.

11. CORRESPONDENCE AND ANNOUNCEMENTS

- 11.1 CGE Educational Offerings
- 11.2 CCAC Update to Auditor General’s Report
- 11.3 SHHA Correspondence
- 11.4 SMGH Foundation Newsletter
- 11.5 Staff Retirement Thank You
- 11.6 MOHLTC and Quality Management Partnership Announcement
- 11.7 OHA Board Chair Report December 2015
- 11.8 SAA Update: Shared Accountability
- 11.9 MHA Strategic Plan Short Form
- 11.10 FCHS Foundation Bonspiel

12. COMING EVENTS

Coming events included in correspondence.

13. ADJOURNMENT

The meeting adjourned at 1940 hours. All staff and ex-officio board members left the meeting.

14. INDEPENDENT DIRECTOR SESSION

The elected Directors held a 15-minute independent director session.



Dawn Butler
Chair



Todd Stepanuik
CEO & Secretary

Cathy Swan
Recording Secretary