

# **NORTHUMBERLAND HILLS HOSPITAL BOARD OF DIRECTORS**

**November 6, 2014  
Boardroom**

## **MINUTES**

---

Present: J. Russell, Chair; J. Hudson, C. Tozer, D. Mann, C. Stewart, E. Merbis, B. Gerber, B. Selby, T. Sears, T. McLean, G. Metson, M. Bhargava, D. Broderick  
By phone: B. Carman, L. Davis

K. Hook, G. DeBruyn, S. Olsen

Regrets: L. Kay, A. Stratford

Staff: E. Vosburgh, J. Gillard, C. Turk

---

**1. CALL TO ORDER**

J. Russell called the meeting to order at 5:00 pm.

**2. EDUCATION SESSION**

Beverly Ryan-James, Nurse Practitioner, presented an overview of the role of the Nurse Practitioner at Northumberland Hills Hospital.

**3. CONFLICT OF INTEREST**

None declared.

**4. APPROVAL OF AGENDA**

It was Moved by T. Sears and Seconded by C. Stewart to approve the agenda with the following amendment: T. McLean was present. Carried.

**5. APPROVAL OF PREVIOUS MINUTES**

It was Moved by T. McLean and Seconded by C. Tozer that the minutes of October 2<sup>nd</sup>, 2014 be approved as circulated. Carried.

**6. CHAIR REMARKS**

J. Russell noted the passing of Elaine Elliot, long time contributor to the community and to NHH.

J. Russell remarked on how the month of October was particularly busy with committee work. He offered gratitude to the members of the Governance Committee that attended the OHA governance webinar and encouraged future involvement from all Board members when these types of sessions are available. He also noted the attendance from members of the Board at the recent Central East LHIN Board meeting and the excellent presentation from L. Davis.

J. Russell thanked the members of the Board for their participation at the Board Strategic Planning Session in October. He noted that meetings have been held with the local MPP to provide updates on hospital activities. Quarterly meetings will be held in the future.

**7. SENIOR STAFF REPORT**

The Senior Management report was pre-circulated. L. Davis highlighted a number of items, including the progress of the Coach Review Request for Proposal.

The Board queried on the recent media articles pertaining to patient complaints. E. Vosburgh and J. Gillard outlined the robust patient complaint process at NHH. The process will be reviewed for opportunities to enhance communication on the process through various channels.

The Board also queried on the Take Your Kids to Work day at NHH. E. Vosburgh outlined the process and highlights of the day which includes thorough education on infection control procedures.

**8. Chief of Staff Report**

D. Broderick presented the report of the Credentials Committee. The applications from three physicians have been reviewed and recommended for privileges at NHH.

**Moved by D. Mann and Seconded by B. Carman,**

Whereas the Credentials Committee, in accordance with the NHH By-laws, has reviewed and recommends to the Medical Advisory Committee that the credentials of the person(s) listed below are in order and meet the criteria for re-Appointment to the Professional Staff for the remainder of the year commencing April 1, 2014;

Whereas the Medical Advisory Committee has reviewed and recommended to the Board of Directors;

The Board of Directors hereby grants the following **privileges to April 1, 2015:**

***Dr. James Jeong – Locum Internal Medicine***

***Dr. Tommy Fok – Courtesy Dentistry***

***Dr. Ian MacLeod – Associate Emergency Medicine***

***Carried.***

**9. REPORTS**

**9.1 Finance and Audit Committee**

B. Gerber provided the report of the Finance and Audit Committee.

The variance report for period ended September 30<sup>th</sup>, 2014 was received. Year to date, the hospital experienced a net operating deficit of \$199,931 largely due to increase patient activity and capacity surges, sick time and overtime.

The Committee reviewed a summary of funding received to date in 2014-15. HBAM funding is expected to fall short of budget target by \$207,047, despite hospital efficiencies in acute and day surgery cost per weighted case. Confirmation has been received of one-time funding to support the Emergency

Department pay for results program for 2014-15. This funding is intended to reduce length of stay in the emergency department.

A capital request proposal was reviewed by the Committee. The fuel tank replacement project on the current approved capital list was requested to be deferred to the 2015-16 capital budget due to a number of unforeseen circumstances. The Variable Air Volume (VAV) conversion project was submitted as a replacement project under the 2014-15 capital budget. This conversion will allow for more efficiencies in fan capacity control and dehumidification and has a project annual savings of \$32,480 and a simple payback of 3.1 years. The cost of the conversion is estimated at \$127,000 with potential incentives of \$26,815.

**It was Moved by B. Gerber and Seconded by T. Sears to approve the Variable Air Volume system conversion for completion in the 2014-15 Capital Plan and to further approve the Fuel Tank Project for the 2015-16 Capital Budget. Carried.**

## **9.2 Governance Committee**

T. Sears provided the report of the Governance Committee.

The Committee received a draft schedule of education presentations for the Board of Directors. Topics for education were gathered from the results of the education survey completed by the Board in September.

The draft Community Engagement and Communications Framework was circulated to the Committee for review and discussion. The updated framework now reflects new learnings and legislative changes for hospital Boards and highlights the values for the Board to retain and build public trust. The Committee will be reviewing the draft in depth.

The Board self-assessment survey results were further discussed at the Committee following the development of a summary of the results which highlight areas of strength and areas for consideration. Following discussion and further review of the OHA's Governance Centre of Excellence Board self-assessment tool, the Committee agreed that implementing this survey will allow for a comparative review of the success of the Board to the provincial results. There is no cost for this survey to OHA members.

**It was Moved by T. Sears and Seconded by C. Stewart to approve the implementation of the OHA Governance Centre of Excellence Board Self-assessment tool. Carried.**

The Committee terms of reference draft was given a final review by the Committee. Changes from previous draft related to the discussions and recommendations from the Nominating Committee on reporting structure.

**It was Moved by T. Sears and Seconded by J. Hudson to approve the Governance Committee Terms of Reference as presented. Carried.**

### **9.3 Quality and Safety Committee**

C. Stewart provided the report of the Quality and Safety Committee.

The NHH Awareness to Action program was presented. The program is an electronic adverse event reporting system that facilitates timely and appropriate reporting and tracking of events involving patients, staff or property.

The Committee continued discussions on the quality indicator for patient falls. The current indicator provides aggregate data on all falls and reports only the number of falls, not detail on specifics such as falls without harm or falls by same patient. Peer reviews indicate that other hospitals report only falls with moderate to severe harm. Following final discussions, the Committee has agreed to adjust the Quality Indicator report metric to report only falls with moderate to severe injury.

The Q1 report on Caesarean section rates was reviewed. A number of recommendations were identified and outlined in the report to reduce the C-section rate at NHH. Continued efforts produced a C-section rate of 29.3% which is under the stretch target of 30% and represents a reduction of 5.1% compared to 2013-14.

The Committee received a report on Ebola preparedness at NHH. An action plan was developed and implemented including staff education, ordering of personal protective equipment and N95 mask fit testing. NHH is tracking all costs and reviewing all communications from the Ministry of Health and Long Term Care and Public Health.

### **9.4 Nominating Committee**

B. Carman provided the report of the Nominating Committee.

The Committee reviewed the draft Committee reporting structure that is in review by the Governance Committee. The draft structure provided options for the reporting of the Nominating Committee through or to the Governance Committee. Following fulsome discussion, the Committee agreed that the role of Nominating is very important to the Board of Directors and the Committee Chair should be accountable for decisions, not the Chair of Governance. The Committee recommends an enhanced process of review for all Board Director candidates and this was sent forward to Governance Committee for discussion.

The Committee Terms of Reference were reviewed. Amendments were suggested following discussion of the reporting structure and the Committee recommended the Terms of Reference for approval.

**It was Moved by B. Carman and Seconded by T. McLean to approve the Nominating Committee Terms of Reference as presented. Carried.**

## **10. MATTERS FOR INFORMATION**

### **Auxiliary Report**

G. Metson provided the report of the Auxiliary.

The Auxiliary has elected a new Vice President and had attendance at the OHA Health Achieve conference in November. Insurance coverage for volunteers has been reviewed and the Auxiliary Board is satisfied with current level of coverage.

Volunteer recruitment activities are continuing. Emergency Department volunteers have been suspended on a temporary basis during the Ebola crisis.

The Auxiliary has stepped away from special events and is focusing on main sources of revenue from the Little Treasure Shop and Petticoat Lane. Petticoat Lane received a donation of all stock from closing local business.

### **Foundation Report**

C. Stewart provided a report on the Foundation as NHH Board representative.

The NHH Foundation has been working very hard on many events and C. Stewart expressed gratitude on behalf of the Board for all their work. The Foundation Gala will be happening this weekend and it is expected that this will be the highest attendance on record.

The Foundation Light Up a Life campaign will kick off in December with a new radio show format.

<b>It was Moved by B. Gerber and Seconded by T. Sears to receive all reports. Carried.</b>
--

## **11. IN CAMERA**

On a motion from D. Mann and Seconded by T. McLean, the meeting moved to In-camera.

The in-camera meeting addressed matters related to financial deficit, patient complaints and hospital land.

## **12. TERMINATION OF MEETING**

The meeting was terminated at 8:04 pm on a motion from B. Gerber.