

NORTHUMBERLAND HILLS HOSPITAL BOARD OF DIRECTORS

May 4, 2016
Boardroom
MINUTES

Present: J. Russell, Chair; C. Tozer, A. Stratford, B. Gerber, M. Bhargava, P. Page Hoisak, S. Olsen, P. Went, L. Kay, D. Broderick, B. Selby, D. Mann, J. Hudson, T. McLean, L. Stevenson, B. Carman, H. Brenner, L. Davis

D. Slater, M.A. Peek, M. McAllister, S. Aldis Routh, K. Hook

Regrets: C. Gilmer

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

1. CALL TO ORDER

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

2. CONFLICT OF INTEREST

None declared.

3. APPROVAL OF AGENDA

It was Moved by J. Hudson and Seconded by B. Carman to approve the agenda as circulated. Carried.

4. APPROVAL OF PREVIOUS MINUTES

It was Moved by C. Tozer and Seconded by B. Selby that the minutes of April 7, 2016 be approved as circulated. Carried.

5. EDUCATION PRESENTATION

Deborah Hammons, Chief Executive Officer and David Sudbury, Board Vice Chair, Central East LHIN, were guests at the meeting to provide the education session to the Board of Directors. The presentation provided an overview of the LHIN's new strategic plan, *Integrated Health Services Plan 4 - Living Healthier at Home 2016-2019*, and its four priority areas: seniors, vascular health, mental health and addictions, and palliative care. The Foundation Board of Directors was also in attendance to hear the presentation.

Discussion was held on the funding for residential hospices. D. Hammons noted that the capital investment for a hospice must be raised by the community; as an example, Peterborough is estimating a capital cost of close to \$10 million.. She added further, in response to a question, funding for operating costs of a residential hospice may be available, but those discussions would take place once the capital investment was achieved. No dollars would be available for fit up of a donated building.

The audience queried on the impact to healthcare with the new Assisted Dying legislation. D. Hammons noted that the provincial policy on assisted dying has not yet been passed; LHIN's are currently developing interim guidelines with the input from the OHA and canvassing hospitals and physicians on willingness to provide this service.

The NHH Board of Directors noted for Ms. Hammons that NHH currently holds the lowest percentage of alternate level of care patients in the Central East LHIN, even though Cobourg has a 26% senior population, the highest in the LHIN. J. Russell extended a standing invitation to Ms. Hammons and Mr. Sudbury to attend meetings of the NHH Board and expressed hope to receive further presentations in the future.

6. CHAIR REMARKS

J. Russell reported on the April 12th Volunteer Recognition event held at NHH and noted that without the volunteers, NHH would not be able to provide the same high level service and care to the patients. J. Russell read a letter of compliment received from a former patient highlighting the tremendous work of the information desk volunteers, in going above and beyond to help him find his way to an appointment. Members of the Board were also thanked for their volunteer role in governing the hospital.

Doctor appreciation week was highlighted. Ex-officio physicians of the NHH Board of Directors were extended appreciation by the Board Directors and J. Russell asked that appreciation be given to all physicians in the community.

J. Russell and L. Davis attended an OHA conference on Advancing Integration. Representatives from a broad range of health service providers were in attendance. The role of hospital Board's was discussed as there is an expectation the role will be expanded under the Patient's First health plan to include a greater sense of accountability for the system. J. Russell noted that the panel speakers highlighted the need to put patient care first before the need for financial savings.

An update on the Hospital Improvement Plan was presented to the Central East LHIN Board of Directors by J. Russell and L. Davis. Challenges on integration were outlined during the presentation as well as the historical information on already implemented positive partnerships.

7. SENIOR STAFF REPORT

L. Davis reviewed the pre-circulated report.

National Hospital Palliative Care Week is recognized from May 1st to May 7th. NHH palliative care RN has prepared information and take-away reference materials to raise public awareness.

A fundraising campaign championed by local mother has completed with the delivery of a "CuddleCot" for NHH's birthing suite. In the rare event of a stillbirth, the cot will help grieving parents by providing time to say goodbye.

A recently conducted WSIB audit of NHH as part of the participation in the WSIB/Ontario Hospital Association safety group found that NHH is continually conducting work in a safe and healthy manner and the reviewer noted that NHH is performing at the top level of organizations reviewed.

8. REPORTS

8.1 Finance and Audit Committee

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

The hospital has achieved a net surplus from operations of \$848 following one-time funding from the Central East LHIN. All year-end adjustments were highlighted. Requirements for the Working Funds Deficit Initiative have not been met; therefore the third and final funding installment is not included in the year-end financial statements.

The Committee received an in-depth review of the drugs and medical gases financial variance. Many factors have contributed including expired drugs, wastage, drug cost changes and medical gases billing errors. Management is reviewing formulary changes and opportunities for drug wastage reductions. L. Davis added that the pharmacy staff has initiated a number of action plans that will assist with monitoring and potentially reducing the drug variances going forward. D. Broderick noted that fluctuation in drug sizing, types and numbers of patients seen and formulary changes will consistently affect the financials in this area.

8.2 Governance Committee

B. Selby provided the report of the Governance Committee.

A small working group has completed a full annual review of Board policies. All amendments have been vetted through their respective committees and a full amended policy package was pre-circulated. Policy I-011 was discussed in depth by the Governance Committee and an amendment to communication with Board Chair was recommended.

On a Motion by B. Selby, Seconded by P. Went, the Board of Directors approved Policy I-011 Chief Executive Officer (CEO) and Chief of Staff (COS) Succession Planning, Selection and Appointment as circulated. Carried.

Policy I-008 Selection of Chairs and Vice Chairs of Board Committees was discussed by the Committee and it was recommended to amend the procedure to allow approach of any suitable candidates currently on the Board of Directors.

On a Motion by B. Selby, Seconded by L. Kay, the Board of Directors approved Policy I-008 Selection of Chairs and Vice Chairs of Board Committees as circulated. Carried.

The remaining policies were reviewed and no amendments were recommended.

On a Motion by B. Selby, Seconded by S. Olsen, the Board of Directors approved the remaining Board policies as circulated. Carried.

The Board extended their appreciation to B. Selby, P. Went and L. Davis for their work in the annual policy review process.

The Accreditation Canada Governance Functioning Tool survey portal is now open. A link to the survey will be circulated to Board members via email. Board members are requested to complete the survey as soon as possible; the portal

will close in two weeks (Friday, June 3rd) Please add the exact date it closes in red.

8.3 Quality and Safety Committee

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

The Committee received a presentation from a patient involved in the Community Mental Health program. C. Tozer shared highlights of the patients experience with permission.

A review of the Pharmacy Department was provided to the Committee with focus on patient care. Challenges in recruitment of pharmacists was highlighted.

8.4 Facilities and Campus Development

D. Mann provided the report of the Facilities and Campus Development Committee.

A report on energy conservation was received by the Committee. The sprinkler rupture incident overview was discussed. C. Turk and staff were commended for their work in quickly approaching and dealing with the emergency situation.

The Committee reviewed their self-assessment survey results. Mid-year reviews of Committee work plans were noted as a common theme among all Committees and this will be added to the work plans for 2016-2017.

A billing error for water usage was reported to NHH by Lakefront Utilities Services Inc. The error will require an increase in the water billing budget. This has been requested to be phased in due to the financial challenges at NHH

8.5 Improvement and Sustainability sub-Committee

B. Selby provided the report of the Improvement and Sustainability sub-Committee.

The Committee received presentations on the status of a number of Hospital Improvement Plan (HIP) initiatives. Following the presentations, the Committee commended the teams on the collaboration apparent among the management staff and physicians during the presentations.

The HIP metrics were reviewed by the Committee; areas with progress status changes since last report were highlighted.

L. Davis reminded the Board of the upcoming report to the Central East LHIN in May which will provide for the full quarterly progress report on the status of the HIP implementation.

9. MATTERS FOR INFORMATION

9.1 Auxiliary Report

P. Page Hoisak provided the report of the Auxiliary.

The Hospital Auxiliary of Ontario spring conference was attended. There are 118 auxiliaries in Ontario (not including Toronto). Over \$21 million dollars have been raised by these auxiliary volunteers for Ontario hospitals.

NHH was noted as one of a very few hospitals that include the activities for the Auxiliary and Foundation in their staff newsletter.

The Auxiliary Annual General Meeting is on Tuesday, May 24th and all NHH Board members were invited to attend.

9.2 Foundation Report

L. Stevenson provided the report of the Foundation.

The Caring for Generations Society is hosting a special forum on May 11th. L. Davis will provide an update to donors on hospital news followed by a presentation on the internal medicine program.

Northumberland's Biggest Coffee Morning will be held on June 8th. L. Davis will be hosting an event, along with her husband, in the Bistro on Thursday, June 9th.

The Foundation has completed the development of their 2016-2017 budget with a focus on achieving donations of \$2.27 million in the fiscal year.

It was Moved by B. Selby and Seconded by T. McLean to receive all reports. Carried.
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10. IN CAMERA

On a motion from B. Selby and Seconded by P. Went, the meeting moved to In-camera.

The in-camera meeting addressed matters related to the hospital improvement plan, and medical manpower.

11. TERMINATION OF MEETING

The meeting was terminated at 8:35 pm on a motion from B. Selby