

**Grand River Hospital
Minutes Of An Public Meeting
Of The Board Of Directors
Held On March 26, 2019
In The Freeport Boardroom**

Present:

Dave Bennett
Debbie Chapman
Janice Deganis
Jim Erb
Diane Freeman
Ron Gagnon
David Graham
Rob Hall
Sandra Hanmer
Brian Hanna
Harry Hoediono

Larry Kotseff
Judy Linton
Gary Pooley
Peter Potts
Sue Robertson
James Schlegel
Karen Wetteskind

Regrets:

Paul Hendrikse
Josephine McMurray
Stephen Spracklin

Staff:

Cassandra Easton
Catherine Heal
Mark Karjaluoto
Young Lee
Tina Mah

Jane Martin
Doug Murray
Stephen Swatridge
Jennifer O'Brien
Denise Wren

Guest:

Sharon Sommerville
Diane Wolfenden

Recorder: Cassandra Easton

*Participated via teleconference

1.0 Call to Order

The public meeting was called to order at 4:00 p.m. by Janice Deganis.

1.1. Acceptance of Agenda

Motion:	That the public agenda for the March 26, 2019 Grand River Hospital Board of Directors Meeting be accepted.
Moved By:	Sandra Hanmer
Seconded By:	Dave Bennett
Carried.	

1.2 Executive Summary

An Executive Summary of the meeting was included in the meeting package.

1.3 Declaration of Conflict of Interest

None

2.0 Items for Discussion and Decision

2.1 Operating Plan Priorities

The Operating Plan Priorities presentation and briefing note were included in the meeting package. Ron Gagnon presented the report and invited questions. The Board appreciated the alignment between the Strategic Plan and the Operating Priorities. The section on investing in people will reflect some of the ideas out of the

Grand Ideas program. The Board would like an understanding of the suggestions made by staff in addition to the number of suggestions. The suggestions will be categorized and appropriate responses determined.

Motion:	That the Grand River Hospital Board of Directors approve the 2019/20 Operating Plan Priorities and delegate authority to the CEO to execute on these priorities.
Moved By:	Harry Hoediono
Seconded By:	Sandra Hanmer
Carried.	

2.2 Quality Improvement Plan

A briefing note outlining the Quality Improvement Plan (QIP) indicator recommendations and Quality Patient Safety Plan Update was included in the meeting package. Young Lee presented the report and synopsis. The proposed indicators have been selected based on some mandatory requirements, feedback the Board provided at the last meeting, and our current areas of improvement. Achievement towards the targets will be reported to the Board. The Board appreciated that the targets were realistic but encouraged management to aim higher.

The Board recognized that reaching the targets was a result of the excellent work of our staff and asked about recognition. Senior executives' compensation is tied to QIP indicators. The hospital is obliged to meet accountability agreement requirements. Compensation for non-executive staff cannot be tied to the targets, in part due to collective agreements in some cases, but staff appreciation can be done through other means.

Once approved by the Board, the QIP will be posted online as per requirement.

Motion:	That the Grand River Hospital Board of Directors approve the Quality Improvement Plan, including Narrative, Progress report and Work plan (a summary of all components available in Appendix A), as approved by Quality and Patient Safety (QPS) Committee on March 13, 2019.
Moved By:	Rob Hall
Seconded By:	Gary Pooley
Carried	

2.3 Balanced Scorecard

A second draft of the Balanced Scorecard was included in the meeting package. Young Lee explained the targets were yet to be developed or finalized, and drew attention to some of the changes based on feedback the Board provided on the first draft. The scorecard should be in place by September.

The following were the Board's feedback:

- The section on exceptional care focuses on acute care. Consider ways to include Freeport / out-patient clinic measure(s).

- Total debt –Resources Committee to recommend an indicator(s) for debt management.
- Consider multi-year targets in future iterations
- Development of new performance framework to include operational & strategic results

The categories are a good first step. Once the targets are set, it will provide a multi-dimensional measure of the hospital's overall performance. Some targets could not be finalized until the budget / improvement plan are finalized. This is the first generation of the new scorecard and it will evolve. The Board should feel open to making changes after using it for a year. It is meant to be result based, versus action based. Down the road, the balanced scorecard could be tied to broader issues such as master planning, or community partnership development. The scorecard results will be reported to the Board quarterly. This is intended to be a tool for the Board, but we could consider posting on the website for the community as well.

4:40 p.m. James Schlegel arrived at the meeting

Motion:	That the Grand River Hospital Board of Directors approve the proposed indicators with the exception of one financial indicator to be recommended by the Resources Committee
Moved By:	Dave Bennett
Seconded By:	Sue Robertson
Carried	

3.0 Reports

3.1 Board Chair

None

3.2 President and CEO

The President and CEO's report was included in the meeting package. Ron Gagnon highlighted the Awards of Excellence that the hospital uses to recognize people and teams that exemplify the values of the organization.

With regard to integration of care, discussions and investigation are underway. Senior management has been looking into St Joseph's Healthcare integration model. There is much to learn, for example, in terms of contractual complexity, and how to choose efficient partners. Some areas of bundled care are optional, some are not. Bundled care for hips and knees is mandatory for GRH. The Board is interested in learning more about St. Joseph's model.

Mr. Gagnon credited the Volunteer Association for the long awaited construction of a Tim Horton's at the Freeport Campus.

The province released new procurement requirements today. Some details are to be clarified, but it will mean that a longer period of time will be required for items over \$25,000 and two years. The analysis and advocacy by the OHA are ongoing.

The initiative on improving ambulance off-load time is ongoing. This project is led by the Region of Waterloo and GRH is yet to receive information on it.

3.3 Chief of Staff

None

3.4 Chief Nursing Executive

The Chief Nursing Executive's report was included in the meeting package.

3.5 Executive Committee

None

3.6 Resources Committee and Pension Sub-Committee

None

3.7 Quality and Patient Safety Committee

Committee Chair Harry Hoediono reported to the Board that there was a decline in the overall result in-patient experience. This is believed to be tied to the method of measurement having been changed from in-person surveys to surveying by telephone.

3.8 Governance and Community Engagement Committee

A report from the Governance and Community Engagement Committee was included in the meeting package. Committee Chair, Sandra Hanmer gave an overview of the report.

3.9 Nominations Sub-Committee

Nominations Sub-Committee Chair, Larry Kotseff, reported that the application period closed on Sunday, March 25th and that 11 applications were received. The Sub-committee will meet on April 1st to review the applications with interviews to follow. The nomination schedule was adjusted to allow a longer application submission period but recommendations will still be brought to the Board on schedule in May.

3.10 Joint HIS Committee

Joint HIS Committee Chair Karen Wetteskind reported that the project team is adjusting to the new baseline dates with other items progressing as scheduled.

4.0 Items for Consent

Motion:	That the Grand River Hospital Board of Directors approves the following consent items as circulated.
Moved By:	Diane Freeman
Seconded By:	Sandra Hanmer
Carried.	

4.1 Public Board Minutes of February 26, 2019

Motion:	That the Board of Directors accepts the minutes for the Public Meeting held February 26, 2019 as circulated.
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4.2 Financial Statements as of January 31, 2019

Motion:	That the Grand River Hospital Board of Directors accepts the unaudited Financial Statements to January 31, 2019.
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4.3 Membership Change for Joint HIS Committee

Motion:	That the Grand River Hospital Board of Directors appoints Gary Pooley as the Resources Committee representative to the Joint Health Information System Committee.
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5.0 Items for Information

The following items for information were included in the package and received:

- 5.1 Q3 Publicly Reported Indicators**
- 5.2 QPS Scorecard, December 2018/19 YTD Summary**
- 5.3 Q3 Risk Report**
- 5.4 Accreditation Update**
- 5.5 Calendar of Board and Board Committee Meetings**
- 5.6 Board Educational Opportunities**

6.0 Adjournment

Motion:	That the Public Board of Directors meeting on March 26, 2019 be adjourned at 5:06 p.m.
Moved By:	Diane Freeman
Seconded By:	Larry Kotseff
Carried.	

The Public Meeting ended at 5:06 p.m.

R. Gagnon,
Secretary

J. Deganis,
Chair