

**GRAND RIVER HOSPITAL
MINUTES OF A PUBLIC MEETING
OF THE BOARD OF DIRECTORS
HELD ON SEPTEMBER 24, 2013
IN THE FREEPORT BOARDROOM**

PRESENT:

Bellew, G.
Bleaney, T.
Collingwood, B.
Deganis, J.
Delamere, D.
Elop, T.
Freeman, D.
Hendrikse, P.
Hoediono, H.

Julius, L.
Maxwell, M.
Paun, B.
Rice, K.
Schlegel, J.
Sharma, A.
Singh, P.
Wells, R.

REGRETS:

Maki, P.

STAFF:

Hewat, N.
Higgs, G.

Karjaluo, M.
Lillepold, A.
Mah, T.

Recording Secretary: Karen Taylor

1.0 CALL TO ORDER

The meeting was called to order at 4:00 p.m.

1.1 ACCEPTANCE OF AGENDA

The agenda was amended to include agenda item 6.3: Motion for the H-SAA Amending Agreement.

1.2 DECLARATION OF CONFLICT OF INTEREST

None.

2.0 BOARD CHAIR AND CEO REPORT

2.1 PRESIDENT AND CHIEF EXECUTIVE OFFICER

The board package contained the President and CEO's public report. Additional detail regarding the collaborative clinical programs was provided. It was confirmed that the sponsor organization's function is in the domain of planning, development of standards and monitoring rather than in delivery. In some instances the sponsor organization might play a role in delivering service, such as St. Joseph's Health Care – Guelph's role in delivering rehab services. The accountability for delivery rests in the H-SAA between the WWLHIN and the individual hospitals.

Hospital funding in Ontario is becoming increasingly funded under quality based procedures (QBP). Thirty to forty percent of GRH's operating budget is currently tied to QBP and there is a need to understand the real cost of delivering these

services. Since 2011 GRH has engaged in a case costing project to better understand the funding mechanism and to put in place tools to be able to do this costing. GRH has been informed that a case costing license will be issued to the hospital and implementation will occur over the next several months.

Dr. Bodgan Paun, President of the Medical Staff Association, was introduced.

2.2 BOARD CHAIR

A verbal report was provided by T. Elop. Dr. L. Sellers was thanked for her contributions to the board and Dr. B. Paun was welcomed. On behalf of the board, a congratulatory note will be sent to the laboratory team acknowledging the great results following the lab accreditation. Board members were briefed about upcoming events including the October 22 board photo, the October 9 event with Margaret Trudeau, the November 2 Grand Experience and the vaccination clinic to be held prior to the November board meeting. An invitation was extended to any member of the board who wished to join The Boardwalk in the walking challenge.

M. Maxwell was congratulated on his graduation from the Directors Education Program and in turn he thanked the board for supporting this professional development opportunity.

3.0 QUALITY

3.1 REPORT BY CHAIR OF THE QUALITY AND PATIENT SAFETY COMMITTEE

Highlights from the September 11 meeting of the QPS committee were conveyed. The details of the meeting were reported in the minutes which were pre-circulated in the package of meeting material.

3.2 QUALITY AND PATIENT SAFETY PLAN 2013-2015

The plan was included in the board package and once approved, will be posted on the intranet and on the GRH website. It was suggested that the acronyms throughout the report be explained, either in a footnote or table within the report. As well, the table appearing on page 3 of the report would benefit from an additional column noting the page of the report corresponding to the indicator's explanation. It was acknowledged that "appropriate care" is difficult to measure considering it is difficult to determine what the best course of treatment should be, and if it was delivered.

When reviewed alongside the operating and strategic plans an obvious linkage isn't apparent. The quality and patient safety plan could be viewed more of a directional document rather than a plan. The board acknowledged the action described within the plan is what needs to be implemented.

MOTION:

IT WAS MOVED BY G. BELLEW AND SECONDED BY D. FREEMAN THAT THE BOARD OF DIRECTORS APPROVE THE 2013-15 QUALITY AND

**PATIENT SAFETY PLAN AND TRANSITION TO THE 2013-14 SCORECARD INDICATORS.
CARRIED.**

4.0 RESOURCES

4.1 REPORT BY CHAIR OF THE RESOURCES COMMITTEE

Following discussion of the information technology plan, P. Hendrikse provided a verbal report that conveyed an update from the recent resources committee meeting which primarily focused on the Information technology plan and its direction. The meeting's minutes appeared in the information section of the board package.

Financially GRH is reasonably on track and at year end a balanced budget is anticipated. Two risks/opportunities include the insurance claim and ongoing activities with light rail transit. Preliminary discussions regarding the 2014/15 budget planning and operating plan process occurred at the committee's September meeting.

4.2 INFORMATION TECHNOLOGY PLAN

The order of the meeting was adjusted to accommodate discussion of the information technology plan prior to the report by the chair of the resources committee. The plan was included in the board package and during the meeting the board discussed the strategic and tactical priorities detailed in the plan.

MOTION:

**IT WAS MOVED BY P. HENDRIKSE AND SECONDED BY T. BLEANEY THAT THE BOARD OF DIRECTORS APPROVE THE IT PLAN 2013-2017.
CARRIED.**

5.0 GOVERNANCE

5.1 REPORT BY CHAIR OF THE GOVERNANCE COMMITTEE

The governance committee did not meet in September. Through the Youth on Board program GRH's board, under the leadership of D. Freeman, will be paired with a young adult who will join in meetings of the board and, schedule permitting, meetings of the governance committee. Dates for a mid-October meeting of the Youth on Board organizers and mentors have not yet been communicated.

6.0 OTHER

6.1 BOARD SCORECARD

The Q1 board scorecard appeared in the board package. The attendance management program will be strengthened in the upcoming months and it is anticipated that the sick time average days per employee metric will improve.

There is much attention being paid internally to the metric associated with ED LOS for non-admitted CTAS IV and V. A greater proportion of AFA hours are being filled and there has been a rebalancing of staff in the ED.

6.2 Q1 OPERATING PLAN REPORT

The operating plan update for Q1 was included in the board package. The current report is formatted differently than in previous years. A project management strategy has been applied to the projects within the operating plan that have a greater importance. The report was previously provided and reviewed by board committees during their September meeting. The revised format of the report met with board approval.

6.3 H-SAA AMENDING AGREEMENT

Board members were provided with a copy of the motion seeking approval of the plan to sign off GRH's H-SAA Amending Agreement.

MOTION:

IT WAS MOVED BY D. DELAMERE AND SECONDED BY B. COLLINGWOOD THAT THE GRAND RIVER HOSPITAL BOARD OF DIRECTORS AUTHORIZE THE CHAIR AND THE CHIEF EXECUTIVE OFFICER TO SIGN AN AMENDING AGREEMENT TO THE APRIL 1, 2008 H-SAA AGREEMENT. CARRIED.

7.0 EXECUTIVE HIGHLIGHTS

7.1 VICE PRESIDENT CLINICAL SERVICES & CHIEF NURSING OFFICER REPORT

The report from the VP clinical services and chief nursing officer was included in the board package. Additional information was provided regarding the expanded role for the Waterloo Wellington Community Care Access Centre (WWCCAC). GRH has an excellent relationship with the WWCCAC that assists with discharge planning services.

7.2 FOUNDATION REPORT

The foundation report was included in the board package. A reminder about the Ride of Your Life cycle event was conveyed and board members were invited to attend the send off of the riders from the main entrance of the Cancer Centre at 8:00 a.m. on September 26.

8.0 ITEMS FOR CONSENT

8.1 BOARD MINUTES OF AUGUST 13, 2013

The public minutes from August 13 meeting were included in the board package.

8.2 PUBLICLY REPORTED INDICATORS PERFORMANCE REPORT

The board package contained the publicly reported indicators performance report.

MOTION:
IT WAS MOVED BY D. FREEMAN AND SECONDED BY T. BLEANEY THAT THE
ITEMS FOR CONSENT BE APPROVED.
CARRIED.

9.0 ITEMS FOR INFORMATION

9.1 COMMITTEE ITEMS

9.1.1 MEDICAL ADVISORY COMMITTEE MINUTES

The September 10, 2013 public minutes of the medical advisory committee were included in the board package.

9.1.2 QUALITY AND PATIENT SAFETY COMMITTEE

9.1.2.1 QPS COMMITTEE MINUTES

The minutes from the June 12, 2013 meeting of the QPS committee were included in the board package.

9.1.2.2 QPS SCORECARD

The QPS scorecard was included in the package.

9.1.2.3 Q1 RISK REPORT

The Q1 risk report was included in the package.

9.1.3 RESOURCES COMMITTEE

9.1.4.1 RESOURCES MINUTES

The board package contained the minutes from the August 13 and September 13 resources committee meetings.

9.1.4.2 RESOURCES SCORECARD

The resources scorecard was included in the board package.

9.1.4.3 FINANCIAL RESULTS

The package contained the financial results.

9.1.4.4 MAJOR CAPITAL PROJECTS SUMMARY REPORT

The major capital projects summary report was included in the board package.

9.2 BOARD WORK PLAN

The Board work plan was included in the board package.

9.3 BOARD EDUCATION OPPORTUNITIES

A list of Board education opportunities was included in the board package. Board members were encouraged to review the list and to contact K. Taylor for assistance with registration.

9.4 OCTOBER BOARD CALENDARS OF EVENTS

The calendar of October board events was included in the board package. The board was invited to take part in the October 25 Quarter Century Club dinner and in the October 26 Cancer Centre anniversary.

9.5 GRH BOARD 2013/2014 MEETING SCHEDULE

The schedule of 2013/2014 GRH Board meetings was included in the board package.

9.6 WWLHIN ITEMS

9.6.1 WWLHIN BOARD MEETING SCHEDULE

The schedule of 2013/14 WWLHIN board meetings was included in the board package. Board directors are invited to attend any of the WWLHIN board meetings.

10.0 ADJOURNMENT

THERE BEING NO FURTHER BUSINESS, IT WAS MOVED BY P. HENDRIKSE AND SECONDED BY T. BLEANEY THAT THE PUBLIC MEETING BE ADJOURNED. CARRIED.

The public meeting adjourned at 6:15 p.m.

Malcolm Maxwell,
Secretary

Tracy Elop,
Chair