

**GRAND RIVER HOSPITAL  
MINUTES OF A PUBLIC MEETING  
OF THE BOARD OF DIRECTORS  
HELD ON NOVEMBER 24, 2015  
IN THE FREEPORT BOARDROOM**

**PRESENT:**

Bellew, G.  
Deganis, J.  
Freeman, D.  
Graham, D.  
Hoediono, H.  
Maki, P.

Maxwell, M.  
Potts, P.  
Rice, K.  
Sarkaria, G.  
Wakeling, H.  
Wells, R.

**REGRETS:**

Collingwood, B.  
Elop, T.  
Hendrikse, P.  
Janecki, Z.  
Olson, K.  
Schlegel, J.  
Vrbanovic, B.

**STAFF:**

Bailey, T.  
Cheal, B.  
Higgs, G.  
Julius, L.

Karjaluo, M.  
Lillepold, A.  
Linton, J.  
Wren, D.

**GUEST:**

Boadi, J.  
Martin, J.  
Petrovic, G.

**Recording Secretary:** K. Taylor

**1.0 CALL TO ORDER**

G. Bellew, Chair, called the meeting to order at 4:09 p.m. The order of the meeting was revised to enable the presentation of the Patient Story as the first item of business.

J. Linton introduced J. Martin and G. Petrovic. The Patient Story provided an overview of the guiding components of the Medication Safety Plan and demonstration of the AcuDose machine. Patient safety and increased efficiency were cited as two imperatives for system improvements. Data obtained from this technological innovation at other centres has enabled research which has demonstrated a decrease in medication errors. The implementation of this technology has been well received by staff.

**1.1 ACCEPTANCE OF AGENDA**

The agenda was accepted as revised:

Moved to public: Patient Story

Moved to in-camera: 4.1.1 – Motion: KW Pension Plan Annual Ad-Hoc Indexing  
9.2.1 – Director Recruitment, Nomination and Election.

**1.2 DECLARATION OF CONFLICT OF INTEREST**

None.

**2.0 BOARD CHAIR AND CEO REPORT**

**2.1 PRESIDENT AND CHIEF EXECUTIVE OFFICER**

The report from the President and Chief Executive Officer was included in the Board package. In response to a question regarding Quality Based Procedures (QBPs), the Board was advised that GRH does not often receive notice of

approved QBP volumes until July or August, and this notice is received from various organizations including Cancer Care Ontario (CCO); provincial priority QBP program committees; and, the Waterloo Wellington Local Health Integration Network (WWLHIN).

## **2.2 BOARD CHAIR**

Board Chair, G. Bellew, provided a verbal report during which J. Snell was welcomed to the meeting and T. Elop was congratulated on her appointment as Chief Executive Officer of Carizon.

At the October Board meeting the Independent Directors discussed the role of the President of the Medical Staff Association and that individual's role on the GRH Board of Directors. Dr. G. Sarkaria provided an overview of his work and in future was invited to contribute items to the public and in-camera meeting agenda.

Highlights from the month's past meetings attended by the Chair:

- at the October 29 meeting of the Waterloo Wellington (WW) Chairs and Vice Chairs, M. Maxwell made a compelling argument for the WW hospitals to join with GRH in a common clinical information system;
- on November 1 participation in an Advanced Governance session hosted by the Centre for Governance Excellence enabled networking and lessons learned from Ontario healthcare integration activities;
- during the November 2-4 HealthAchieve conference Minister Hoskins' speech focused on health system transformation and an information session hosted by Osler addressed privileging and credentialing issues and the role of the Board.
- a November 12 OHA regional consultation session focused on a paper by Dr. R. Baker and twelve indicators of high performing health systems.
- on November 18 GRH offered an education session for mental health practitioners called, "Day in Psychiatry". It was well-attended by over 200 individuals and provided a venue for primary care physicians to connect with mental health providers.
- the November 23 WWLHIN symposium provided health care governors an opportunity to network and facilitated conversations about how to break down silos.
  - At the symposium I. O'Toole conveyed an invitation for representatives from the GRH Board to visit The Working Centre and explore possible areas for collaborative care for our region's residents health care needs. A meeting will be scheduled for the New Year.

## **3.0 QUALITY**

### **3.1 REPORT BY THE CHAIR OF THE QUALITY AND PATIENT SAFETY COMMITTEE**

A verbal update on the November 11 Quality and Patient Safety (QPS) Committee meeting was provided and it was advised that the QPS Committee

will review legislative requirements arising from Bill 119, Health Information Protection Act, 2015.

## **4.0 RESOURCES**

### **4.1 REPORT BY CHAIR OF THE RESOURCES COMMITTEE**

R. Wells provided a verbal report on behalf of Resources Chair, P. Hendrikse. The Directors were informed that the attendance support program has been rolled out and a key focus of the information conveyed to staff has emphasized wellness and supports available to GRH staff. A significant concern for GRH is the impact on downsizing on staff morale. M. Maxwell provided an overview of the approach which management has taken with informing staff in an open, transparent and honest manner.

#### **4.1.1 MOTION: KW PENSION PLAN ANNUAL AD-HOC INDEXING**

Item moved to the in-camera agenda.

#### **4.1.2 UPDATE ON THE COMMON CLINICAL SYSTEM**

During M. Maxwell's verbal update it was advised that post-March 2018 it is not anticipated that third party vendor support will be available for GRH's McKesson clinical system. The motion contained in the Board package, if approved by the Board, will provide funds that will put in place a core team to do the work that has to be completed to prepare for procurement and vendor selection; work required prior to proceeding to a system implementation phase.

Each Board from the WW Hospital and CCAC CEO Network is currently considering recommendations with next steps required by the Hospitals including joining in an RFP to be led by GRH. Initially GRH and St. Mary's General Hospital (SMGH) would go to market together and other Hospitals would have the option of adding their name without being bound by the RFP. This would signal to the province the strength of commitment of WW Hospitals in supporting a WW system.

The Ministry of Health and Long Term Care is seeking to define hospital clusters for the purpose of Health Information System (HIS) renewal to reduce cost and foster service integration. M. Maxwell projected that with WW Hospital support, GRH has a strong but not absolute chance of being successful with a provincial procurement submission. GRH hopes to have the procurement request submitted to the provincial panel in January 2016.

#### **4.1.3 MOTION: COMMON SYSTEMS IMPLEMENTATION PHASE 0-1**

Time constraints associated with the end of McKesson's clinical system support on March 31, 2018 and projection of a realistic implementation timeline were discussed with the Board.

#### **MOTION:**

**IT WAS MOVED BY R. WELLS AND SECONDED BY J. DEGANIS  
THAT THE GRH BOARD OF DIRECTORS APPROVE IN PRINCIPLE**

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**THE PHASE 0-1 BUDGET OF \$5.9 MILLION, SUBJECT TO  
MANAGEMENT REPORTING BACK TO THE JANUARY 2016  
RESOURCES COMMITTEE ON SOURCES OF FUNDS.**

**THAT THE GRH BOARD OF DIRECTORS APPROVE AN IMMEDIATE  
EXPENDITURE OF \$2 MILLION, REQUIRED TO PROCEED WITH THE  
RECRUITMENT OF A CORE TEAM THAT WILL SUBSEQUENTLY  
BUILD OUT CLINICAL CHANGE MANAGEMENT TEAMS AND A  
TECHNICAL INSTALLATION TEAM.  
CARRIED.**

**5.0 AUDIT**

**5.1 REPORT BY CHAIR OF THE AUDIT COMMITTEE**

K. Rice, Chair of the Audit Committee, reviewed details from the September meeting, minutes of which appeared in the package. Board Committee Chairs will be approached by the Internal Audit Committee and asked to provide updates on enterprise risk management items.

**6.0 GOVERNANCE AND COMMUNITY ENGAGEMENT**

**6.1 REPORT BY CHAIR OF THE GOVERNANCE AND COMMUNITY  
ENGAGEMENT COMMITTEE**

Committee Chair, H. Hoediono, provided highlights from the November 17 Committee meeting which informed that: GRH is appealing its accreditation award of Commendation believing GRH achieved strong enough grading for the few minor missed items to be awarded the top level award; the July 1 to October 31, 2015 attendance report appeared in the Board package as an item for information; and, members were advised that the Board surveys will be distributed in mid-December with a requested return date by January 31, 2016.

In response to an area identified during the accreditation survey in which the Surveyors suggested that during the recruitment of future Board Directors consideration be given to gender and cultural diversity it was confirmed that the Nominating Committee follows a skills-based recruitment strategy. Advertising options for future Director recruitment will be explored.

**Action Item:** H. Hoediono will work with K. Taylor to investigate community-specific media outlets and other Board Director recruitment advertising opportunities that reach out to community. Those results will be shared with the Governance and Community Engagement Committee at its February 2016 meeting.

**6.1.1 BOARD EDUCATION SESSION**

At its November 17 meeting the Governance and Community Engagement Committee discussed options for a spring Board education session and landed on a topic regarding the architecture of the health system. M. Sherar, President and CEO of Cancer Care Ontario will speak

at the session and the Directors will be polled for availability. The GRH Directors were in agreement with extending an invitation to the Board members from Cambridge Memorial and St. Mary's General Hospitals.

## **7.0 OTHER**

### **7.1 Q2 ERMA AND OPERATING PLAN REPORT**

A copy of the second quarter's ERMA and operating plan report was included in the Board package. Future versions of the report will see a change in the way the information detailed in the operating plan priorities overview is displayed.

## **8.0 EXECUTIVE HIGHLIGHTS**

### **8.1 CHIEF OF STAFF REPORT**

No public report.

### **8.2 VICE PRESIDENT CLINICAL SERVICES AND CHIEF NURSING EXECUTIVE REPORT**

On behalf of K. Olson, Chief Nursing Executive, J. Linton informed the Board that CCO was expected in the very near future to communicate standards of palliative care. An update on physician recruitment in the Emergency Department advised of one new recruit and an explanation of physician reimbursement for service and sources of funding was provided. GRH was commended by Dr. G. Sarkaria on its great job with the Hospital Elder Life Program.

### **8.3 FOUNDATION REPORT**

The Foundation report was included in the Board package. T. Bailey provided a verbal update that informed of the gift from the Lazaridis Family Foundation which was formally recognized on November 24. It was advised that the Hallman Foundation award decisions would be known later in the week. Proceeds from that award would be matched by the GRH Foundation and used towards the costs associated with the common clinical information system.

## **9.0 ITEMS FOR CONSENT**

The items for consent included:

### **9.1 BOARD MINUTES OF OCTOBER 27, 2015**

### **9.2 BOARD MANUAL UPDATES**

#### **9.2.1 DEFERRED TO IN-CAMERA**

#### **9.2.2 BOARD ORIENTATION**

#### **9.2.3 EVALUATION OF BOARD ORIENTATION**

### **9.3 BOARD WORK PLAN**

#### **MOTION:**

**IT WAS MOVED BY J. DEGANIS AND SECONDED BY H. HOEDIONO THAT THE  
ITEMS FOR CONSENT BE APPROVED.  
CARRIED. 10.0 ITEMS FOR INFORMATION**

## **10.1 COMMITTEE ITEMS**

### **10.1.1 MEDICAL ADVISORY COMMITTEE MINUTES**

The Medical Advisory Committee minutes from the November public meeting were in the package.

### **10.1.2 QUALITY AND PATIENT SAFETY COMMITTEE**

The items for information from the QPS Committee included:

#### **10.1.2.1 MINUTES**

#### **10.1.2.2 SCORECARD**

### **10.1.3 RESOURCES COMMITTEE**

Included as an item for information from the Resources Committee:

#### **10.1.3.1 MINUTES**

#### **10.1.3.2 FINANCIALS**

#### **10.1.3.3 SCORECARD**

### **10.1.4 GOVERNANCE AND COMMUNITY ENGAGEMENT COMMITTEE**

Included in the package:

#### **10.1.4.1 ATTENDANCE REPORT**

#### **10.1.4.2 ACCREDITATION UPDATE**

#### **10.1.4.3 UPDATE ON COMMUNITY AND EXTERNAL HEALTH CARE ENVIRONMENT**

#### **10.1.4.4 EDUCATION SESSION OPPORTUNITIES**

### **10.1.5 AUDIT COMMITTEE MINUTES**

The minutes from the September 25 Audit Committee meeting were included in the package.

## **10.2 BOARD EDUCATION OPPORTUNITIES**

The updated listing of Board education opportunities was included in the package.

## **10.3 DECEMBER AND JANUARY CALENDARS OF BOARD EVENTS**

The calendars of Board events appeared in the Board package.

## **10.4 GRH BOARD 2015/16 MEETING SCHEDULE**

The schedule of 2015/16 Board meetings was included in the package.

## **10.5 BOARD COMMITTEE WORK PLANS**

The work plans for the Board Committees appeared in the Board package.

## **10.6 HEALTHACHIVE – MINISTER HOSKINS' REMARKS**

A copy of the remarks conveyed by Minister Hoskins at the November 2015 HealthAchieve closing session was provided in the package.

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## **11.0 ADJOURNMENT**

**THERE BEING NO FURTHER BUSINESS, IT WAS MOVED BY J. DEGANIS AND  
SECONDED BY R. WELLS THAT THE PUBLIC MEETING BE ADJOURNED.  
CARRIED.**

The public meeting adjourned at 6:13 p.m.

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Malcolm Maxwell,  
Secretary

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Geoff Bellew,  
Chair