

**GRAND RIVER HOSPITAL  
MINUTES OF A PUBLIC MEETING  
OF THE BOARD OF DIRECTORS  
HELD ON SEPTEMBER 25, 2012  
IN THE FREEPORT BOARDROOM**

**PRESENT:**

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

Maxwell, M.  
McIlwham, K.  
Rice, K.  
Robertson, S.  
Sellers, L.  
Sharma, A.  
Singh, P  
Uffermann, D.

**REGRETS:**

Maki, P.  
Schlegel, J.

**STAFF:**

Berry, M.  
Cheal, B.  
DeLenardo, C.  
Higgs, G.

Karjaluo, M.  
Lillepold, A.  
Rajaballey, J.

**Recording Secretary:** Karen Taylor

**1.0 CALL TO ORDER**

D. Delamere called the meeting to order at 4:32 p.m.

**1.1 ACCEPTANCE OF AGENDA**

The agenda was approved as presented.

**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 CEO was included in the Board package. Details regarding the challenging health system environment in Ontario were conveyed.

**2.2 BOARD CHAIR**

D. Delamere provided a verbal report which highlighted upcoming Board activities. There was discussion about the role that the GRH Board could play to advance conversations with the provincial government.

### **3.0 QUALITY**

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

T. Elop provided a verbal update that advised the Committee has conducted an orientation with new members and at their recent meeting reviewed the medicine and critical care programs. A copy of the ED/ALC Report and accompanying briefing note was distributed at the meeting for information.

A special QPS tour of the pharmacy area is being arranged and once the date and time are known the information will be conveyed and all interested Board members are welcome to participate.

#### **3.2 CHANGES TO THE BOARD SCORECARD INDICATORS**

The metrics for the Board scorecard will change to align with the Hospital Service Accountability Agreement (H-SAA). The Canadian Institute for Health Information has introduced a change in methodology used to calculate the Hospital Standardized Mortality Rate (HSMR) by updating the base year against which all hospitals are compared. Given this method change GRH's internal target for HSMR changes from 75 to 83.

#### **MOTION:**

**IT WAS MOVED BY T. ELOP AND SECONDED BY G. BELLEW THAT THE BOARD OF DIRECTORS APPROVE THE CHANGES TO THE METRICS DETAILED IN THE BOARD SCORECARD, WITH DETAILS REGARDING THE TARGETS TO FOLLOW.  
CARRIED.**

### **4.0 RESOURCES**

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

A verbal report was provided by P. Hendrikse. The hospital is running on budget. The annual report on the Pension Plan was reviewed and the annual and five year capital plans were received. Work on the IT plan is advancing in three areas: health records, sharing results, and selective improvements to improve efficiencies throughout the organization. The HR plan will be reviewed in November.

At this point in the meeting agenda item 4.4 was discussed and then the public meeting recessed to accommodate an in-camera discussion. Please refer to the in-camera minutes.

#### **4.2 2012/2013 ANNUAL CAPITAL PLAN**

Management was commended on the work they undertook to scope out capital requirements. The annual capital plan considers purchases of equipment and facility renovations, and the associated amount of money, required to maintain hospital operations and facilitate provision of quality care.

**MOTION:**

**IT WAS MOVED BY P. HENDRIKSE AND SECONDED BY J. DEGANIS THAT THE BOARD OF DIRECTORS APPROVE THE EXPENDITURE APPROVAL OF \$18.8M FOR THE 2012/13 CAPITAL ALLOCATION TO BE CASH FLOWED OVER THE NEXT THREE YEARS. THIS APPROVAL INCLUDES \$0.5M CAPITAL CONTINGENCY AND THE DELEGATION OF AUTHORITY TO THE CEO TO EXECUTE CAPITAL CONTINGENCY AS NEEDED. CARRIED.**

**4.3 5 YEAR CAPITAL PLAN**

Management Information System guidelines (MIS) are referenced by Canadian hospitals to estimate capital item lifetime expectancy. As well volume and advice from vendors on repair history and testing impact the decisions to replace capital items.

The 5 year capital plan is an integrated plan that considers facility infrastructure, information systems and equipment.

**MOTION:**

**IT WAS MOVED BY P. HENDRIKSE AND SECONDED BY T. BLEANEY THAT THE BOARD OF DIRECTORS APPROVE THE REVISED ROLLING FIVE YEAR CAPITAL PLAN (VERSION 2012) IN PRINCIPLE FOR PLANNING PURPOSES. CARRIED.**

**4.4 ANNUAL REPORT ON THE KW PENSION PLAN**

The annual report on the management of the KW Pension Plan for 2011 was included in the Board package.

**MOTION:**

**IT WAS MOVED BY P. HENDRIKSE AND SECONDED BY K. McILWHAM THAT THE BOARD OF DIRECTORS APPROVE THE ANNUAL REPORT ON MANAGEMENT OF THE KITCHENER-WATERLOO HOSPITAL PENSION PLAN COVERING THE YEAR 2011. CARRIED.**

**5.0 GOVERNANCE**

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

None.

**5.2 OHA PROPOSED BOARD STRUCTURE AND BY-LAW CHANGE**

At the Ontario Hospital Association's (OHA) November 2012 annual meeting a motion will be introduced to solicit support to move to a smaller number of Board members, reducing from 29 to between 17 and 21. A briefing note and document from the OHA was included in the Board package.

**MOTION:**

**IT WAS MOVED BY D. FREEMAN AND SECONDED BY T. BLEANEY THAT THE BOARD OF DIRECTORS SUPPORT THE MOTION TO AMEND OHA BY-LAW 1 TO REDUCE BOARD COMPOSITION FROM 29 MEMBERS TO 17-21 AND THAT THE SELECTION OF REPRESENTATIVES BE BASED ON A SKILLS MATRIX.  
CARRIED.**

**6.0 OTHER**

**6.1 STRATEGIC PLAN**

The strategic plan was circulated with the material for the Board meeting. The layout of the strategic plan was changed to align with the WWLHIN's strategic priorities. Once the content is approved, the format of the finalized strategic plan will have a different background applied.

**MOTION:**

**IT WAS MOVED BY D. FREEMAN AND SECONDED BY J. DEGANIS THAT THE BOARD OF DIRECTORS APPROVE THE 2012-2015 STRATEGIC PLAN.  
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.

**7.2 FOUNDATION REPORT**

The report from the GRH Foundation was included in the package.

**8.0 ITEMS FOR CONSENT**

**8.1 BOARD MINUTES OF AUGUST 21, 2012**

The August 21, 2012 minutes were included in the Board package. There were no changes to the minutes.

**8.2 BOARD MANUAL UPDATES**

The Board manual updates were included in the Board package. The diagram detailing the Board Committees will change to detail "Treasurer as Chair" in the Resources box.

**MOTION:**

**IT WAS MOVED BY T. BLEANEY AND SECONDED BY P. HENDRIKSE THAT THE BOARD OF DIRECTORS APPROVE THE ITEMS FOR CONSENT AS AMENDED.  
CARRIED.**

## **9.0 ITEMS FOR INFORMATION**

### **9.1 COMMITTEE ITEMS**

#### **9.1.1 RESOURCES COMMITTEE**

##### **9.1.1.1 RESOURCES COMMITTEE MINUTES**

The minutes from the August 14 and September 11 meetings of the Resources Committee were included in the package.

##### **9.1.1.2 RESOURCES SCORECARD**

The Resources Scorecard was included in the Board package for information.

##### **9.1.1.3 FINANCIAL REPORT**

The financial report as of July 31, 2012 was included in the Board package.

#### **9.1.2 AUDIT COMMITTEE**

##### **9.1.2.1 AUDIT COMMITTEE MINUTES**

The Audit Committee minutes from September 13, 2012 were included in the Board package.

#### **9.1.3 MEDICAL ADVISORY COMMITTEE MINUTES**

The September 4, 2012 minutes of the Medical Advisory Committee were included in the Board package.

#### **9.1.4 QUALITY AND PATIENT SAFETY COMMITTEE**

##### **9.1.4.1 QPS MINUTES**

The minutes from the September 12, 2012 QPS meeting were included in the Board package.

##### **9.1.4.2 QPS SCORECARD**

The QPS Scorecard was included for information.

##### **9.1.4.3 PUBLICLY REPORTED RESULTS FOR Q1**

For information the Board package included the publicly reported results for Q1.

#### **9.1.5 GOVERNANCE COMMITTEE**

##### **9.1.5.1 GOVERNANCE COMMITTEE MINUTES**

The Governance Committee minutes from September 12, 2012 were included in the Board package.

**9.1.5.2 BOARD ATTENDANCE REPORT**

The Board attendance report was included in the Board package.

**9.1.5.3 BOARD EXPENSE REPORT**

The Board expense report was included in the Board package.

**9.2 BOARD WORK PLAN**

The Board work plan was included in the Board package for information.

**9.3 BOARD EDUCATION OPPORTUNITIES**

A list of Board education opportunities was included in the Board package.

**9.4 OCTOBER BOARD CALENDAR OF EVENTS**

The October Board event calendar was included in the Board package.

**9.5 GRH BOARD 2012 MEETING SCHEDULE**

The schedule of 2012 GRH Board meetings was included in the Board package.

**9.6 WWLHIN ITEMS**

**9.6.1 WWLHIN BOARD 2012 MEETING SCHEDULE**

The schedule of 2012 WWLHIN Board meetings was included in the Board package.

**10.0 ADJOURNMENT**

**THERE BEING NO FURTHER BUSINESS, IT WAS MOVED BY D. DELAMERE AND  
SECONDED BY T. ELOP THAT THE PUBLIC MEETING BE ADJOURNED.  
CARRIED.**

---

Malcolm Maxwell,  
Secretary

---

D'Arcy Delamere,  
Chair