

**GRAND RIVER HOSPITAL
MINUTES OF A PUBLIC MEETING
OF THE BOARD OF DIRECTORS
HELD ON SEPTEMBER 23, 2014
IN THE FREEPORT BOARDROOM**

PRESENT:

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

Maki, P.
Maxwell, M.
Olson, K.
Paun, B.
Schlegel, J.
Sharma, A.
Wells, R.

REGRETS:

Freeman, D.
Rice, K.
Vrbanovic, B.

STAFF:

Cheal, B.
Condick, J.
Higgs, G.
Lillepold, A.

Linton, J.
Mah, T.
Rajaballey, J.
Wren, D.

GUESTS:

Enns, J.

Recording Secretary: Karen Taylor

1.0 CALL TO ORDER

Chair, T. Elop called the meeting to order at 4:05 p.m.

1.1 ACCEPTANCE OF AGENDA

A revised agenda was circulated on September 22. The revised agenda was accepted.

1.2 DECLARATION OF CONFLICT OF INTEREST

None.

2.0 BOARD CHAIR AND CEO REPORT

2.1 PRESIDENT AND CHIEF EXECUTIVE OFFICER

Verbal updates to the information contained in the written report from the President and CEO were provided. Grand River Hospital (GRH) staff are working to respond to the Waterloo Wellington Local Health Integration Network (WWLHIN) performance letter regarding MRI and CT priority 4 wait times. A copy of January 1 to June 30, 2014 MRI and CT wait times, at the 90th percentile, was distributed at the meeting. GRH's performance improvement plan will be submitted to the WWLHIN at the end of October 2014. The issue of MRI and CT wait times within Waterloo Wellington (WW) is one which the integrated diagnostic imaging council sponsored by Cambridge Memorial Hospital (CMH) might be able to assist with. The WWLHIN scorecard will continue to be included as an item for information in the GRH Board package.

A funding letter from the WWLHIN is expected on September 28, 2014 and further discussion will take place at the next meeting of the Resources Committee.

2.2 BOARD CHAIR

A verbal report from the Chair advised of the results of the second week of participation in the GRH Walking Challenge, reminded Board Directors about the October Board photograph, informed of a November flu vaccination clinic, and provided an overview of the October 29 community event.

Highlights from the September 15 meeting of the Chairs and Vice Chairs were conveyed. The meeting focused primarily on an integrated program council update and common system presentation. A follow-up discussion regarding the WWLHIN's acceptance of the Optimus SBR report will take place with the Chair of the WWLHIN. Directors were reminded about the October 8 joint Board session.

An update from the Joint GRH and GRH Foundation Marketing Work Group meeting informed of high level details from community engagement sessions.

3.0 QUALITY

3.1 REPORT BY CHAIR OF THE QUALITY AND PATIENT SAFETY COMMITTEE

An overview of the September 10 orientation meeting of the Quality and Patient Safety (QPS) Committee was provided. Plans are underway for a tracer at the Freeport site.

4.0 RESOURCES

4.1 REPORT BY CHAIR OF THE RESOURCES COMMITTEE

Highlights from the September meeting of the Resources Committee informed of the common system update, financial status and pension plan report. A review of the actuarial assumptions for the valuation of the KW Pension Plan explained the components of the actuarial methods and development of assumptions.

4.1.1 ANNUAL REPORT ON MANAGEMENT OF THE KW PENSION PLAN

A communiqué on the KW Pension Plan appeared in the Board package as an item for information.

MOTION:

IT WAS MOVED BY J. DEGANIS AND SECONDED BY T. BLEANEY THAT THE BOARD OF DIRECTORS APPROVES THE ANNUAL REPORT ON MANAGEMENT OF THE KITCHENER-WATERLOO HOSPITAL PENSION PLAN COVERING THE YEAR 2013. CARRIED.

4.1.2 ACTUARIAL ASSUMPTIONS FOR APRIL 1, 2014

MOTION:

IT WAS MOVED BY J. DEGANIS AND SECONDED BY T. BLEANEY THAT THE BOARD OF DIRECTORS APPROVE THE FOLLOWING:

- (1) THE ACTUARIAL ASSUMPTIONS FOR THE APRIL 1, 2014 VALUATION OF THE KW PENSION PLAN;**
 - (2) APPROVE THE APPROACH #3 FOR SOLVENCY RELIEF;**
 - (3) APPROVE THE APPLICATION OF A COST OF LIVING ADJUSTMENT WITH THE APPROACH ADOPTED BY HOOPP AND**
 - (4) TO EXPLORE THE OPTION OF UTILIZING LETTERS OF CREDIT TO ADDRESS THE SOLVENCY DEFICIT. THE BOARD OF DIRECTORS WILL REVIEW MANAGEMENT RECOMMENDATIONS REGARDING LETTERS OF CREDIT OPTIONS PRIOR TO CONSIDERING APPROVAL OF THIS OPTION.**
- CARRIED.**

5.0 GOVERNANCE AND OTHER COMMITTEES

5.1 REPORT BY CHAIR OF THE GOVERNANCE COMMITTEE

A report on the September meeting of the Governance Committee was provided by R. Wells. Minutes from the meeting appeared as an item for information in the Board package.

5.2 COMMUNITY ENGAGEMENT COMMITTEE

No report.

5.3 AUDIT COMMITTEE

No report.

6.0 OTHER

6.1 BOARD Q1 SCORECARD

The scorecard appeared in the Board package and attention was drawn to the Emergency Department (ED) wait time information. GRH continues with favourable results in the Hospital Standardized Mortality Ratio (HSMR) area.

6.2 Q1 OPERATING PLAN AND ERMA REPORT

Several Committees of the Board previously reviewed the Q1 operating plan and enterprise risk management assessment (ERMA) report at their September meetings. The impact of McMaster University's decision to postpone the opening of the clinical teaching unit (CTU) has delayed the progress on this goal however there has been a high level of activity on other work associated with this project.

6.3 GENERATIVE DISCUSSION: PHYSICIAN ENGAGEMENT

The Board viewed three video clips that provided perspectives on medical engagement in healthcare organizations. An article, "Engaging Physicians: How

the team can incorporate quality”, was pre-circulated to inform discussion. Points raised during the generative discussion of physician engagement included:

- the importance of early engagement of junior physicians
- empowering individuals so they can make a difference
- ensuring discussions are designed around patient centred care, safety and quality improvements
- understanding the culture of the organization and aligning management and clinicians
- developing a plan to effectively engage physicians considering they are independent contractors
- providing information that is useful for physician practice.

Recently there has been more engagement of physician leaders along with program leadership in developing budgets, operating plans and quality improvement plans. Physician engagement is critical to GRH moving forward, there is an awareness of its importance, and the Board will continue to be mindful of this as strategic plans are made.

7.0 EXECUTIVE HIGHLIGHTS

7.1 VICE PRESIDENT CLINICAL SERVICES & CHIEF NURSING EXECUTIVE REPORT

The report from the VP Clinical Services and Chief Nursing Executive was included in the Board package.

7.2 FOUNDATION REPORT

The Foundation report was included in the Board package.

8.0 ITEMS FOR CONSENT

8.1 BOARD MINUTES OF AUGUST 12, 2014

The public minutes from the August 12, 2014 meeting were provided as an item for consent.

8.2 BOARD MANUAL UPDATES

The following items from the Board manual were reviewed by the Governance Committee and updated:

8.2.1 WHCC TERMS OF REFERENCE

8.2.2 POLICY FOR OPEN BOARD MEETINGS

8.2.3 IN-CAMERA MEETING POLICY

8.2.4 BOARD MEMBER RECOGNITION

MOTION:

**IT WAS MOVED BY T. BLEANEY AND SECONDED BY P. MAKI 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 Medical Advisory Committee minutes were included in the package.

9.1.2 QUALITY AND PATIENT SAFETY COMMITTEE

Items for information from the Quality and Patient Safety Committee:

9.1.2.1 QPS COMMITTEE MINUTES

9.1.2.2 QPS SCORECARD

9.1.3 RESOURCES COMMITTEE

Items for information from the Resources Committee included:

9.1.3.1 RESOURCES MINUTES

9.1.3.2 SCORECARD

9.1.3.3 FINANCIALS

9.1.3.4 UPDATE ON PROGRESS OF THE MEDICATION SAFETY PLAN

9.1.3.5 UPDATE ON THE COMMON SYSTEMS APPROACH

9.1.3.6 KW PENSION PLAN UPDATE

9.1.4 GOVERNANCE COMMITTEE MINUTES

The Governance Committee minutes appeared in the package.

9.2 BOARD WORK PLAN

The Board work plan was included.

9.3 BOARD EDUCATION OPPORTUNITIES

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

9.4 OCTOBER BOARD CALENDARS OF EVENTS

The calendar of events for October appeared in the Board package. The location of the October 20 Board strategic planning session has moved from GRH room J595 to Knox Presbyterian Church, Waterloo.

9.5 GRH BOARD 2014/15 MEETING SCHEDULE

The schedule of 2014/15 GRH Board meetings was included in the package.

9.6 MOHLTC AND WWLHIN ITEMS

9.6.1 HEALTH SYSTEM ANNUAL PLAN UPDATE

A copy of the WWLHIN health system annual plan update, including the most recent WWLHIN scorecard was included in the package.

9.6.2 AUGUST 26, 2014 CORRESPONDENCE

A copy of the August 26, 2014 MRI and CT performance letter from the WWLHIN was circulated as an item for information to the Board.

10.0 ADJOURNMENT

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

The public meeting adjourned at 6:05 p.m.

Malcolm Maxwell,
Secretary

Tracy Elop,
Chair