

Rouge Valley Health System Board of Directors Meeting

Tuesday, October 27, 2009

8:00 a.m. to 10:00 a.m.

Rouge Valley Ajax Pickering, Conference Rooms B/C

MINUTES

Present:

J. Ecker, Chair	T. Atkins	D. Barlow	R. Ganderton	J. Kaufman
R. Lawson	P. Lobraico	L. Mattam	Dr. N. Mohan	L. Mungall
B. Oldman	L. Ray	T. Reeves	A. Saunders N'daw	J. Wiersma

Regrets:

R. Deebank	E. Fleury	Dr. H. Huang	Dr. A. Janmohamed	L. Paananen
J. Wideman				

Recorder:

C. Pember

J. Ecker called the meeting to order at 8:00 a.m.

1. STAFF RECOGNITION

Dianne Tomarchio, Clinical Practice Leader, Intensive Care Unit and Post-Anaesthetic Care Unit at Rouge Valley Centenary was recognized for the way she provides leadership and care throughout the hospital. Dianne is also one of Rouge Valley's *Safer Healthcare Now!* champions, helping to lead this important initiative to improve patient safety.

Critical care units are intense and demanding environments, filled with life-sustaining machines and distraught families. Dianne supports her team with a warm, guiding approach. She helps to keep the nurses focused on patients and not the machines necessary to keeping them alive. Dianne stresses the importance of continual communication with patients and their families in order to alleviate their fears, even when the nurses are fearful themselves.

2. DECLARATION OF CONFLICT OF INTEREST

None were declared.

3. APPROVAL OF MINUTES OF PREVIOUS MEETING ON SEPTEMBER 22, 2009

It was moved by J. Kaufman and seconded by D. Barlow that the minutes of the meeting held on September 22, 2009 be approved with minor revisions. CARRIED

4. **BUSINESS ARISING FROM THE MINUTES**

There was none.

5. **COMMITTEE REPORTS**

5.1 **EXECUTIVE COMMITTEE**

The Executive Committee report was circulated at the Board meeting. J. Ecker expressed her appreciation and congratulations to all who contributed to the successful Accreditation review process.

Updates on the CEO and COS searches were provided to the Board. She indicated that the COS search committee has a preferred candidate and is proceeding with next steps. J. Ecker thanked committee members for their commitment to the process. She informed the Board that the CEO search committee has identified a number of candidates who will be interviewed at the end of October. She expressed her gratitude to the CEO search committee members as well.

5.2 **GOVERNANCE & NOMINATING COMMITTEE**

The Governance & Nominating Committee report was pre-circulated to the Board. In addition, P. Lobraico brought members' attention to the Conflict of Interest policy that needs to be signed and returned to C. Pember every year. He also indicated that a higher return of feedback forms is required by all Board members.

P. Lobraico indicated that given changes to the committee structure and the OHA's certificate program, the Board policy on Expectations/Education of RVHS Board Members requires minor revisions.

It was moved by P. Lobraico and seconded by J. Kaufman that the Board approves the amended board policy on ADMIN-AD-50 Expectations/Education of RVHS Board Members. CARRIED.

5.3 **FINANCE COMMITTEE**

The Finance Committee report was circulated with the Board package. L. Ray reported that Q2 results from hospital operations continue to be unfavorable to plan (\$1.2M). While unplanned emergency facility repair expenditures at RVC are contributing significantly to the results and while management is also applying a conservative approach to recognizing revenue items, overall supply and compensation costs are over budget on a year-to-date basis. Based on these results, management is developing an action plan to bring expenses back in line with budget and preparing a revised operating forecast based on this plan. In addition, management will present an infrastructure assessment of the RVC site for discussion at the next Committee meeting.

With regard to the annual planning process for the coming year (2010/11 HAPS) L. Ray flagged the committee's concern regarding the uncertainty surrounding the Ministry's

decisions on next year's base funding adjustments or the details of the HAPS/H-SAA process. Management has determined that if there is no increase to base funding, RVHS will require a budget adjustment of \$12.5M to achieve its planned targets in the Deficit Elimination Plan.

L Ray also reported that the Finance Committee is finalizing the draft Disclosure of Financial Information to Third Parties policy with Management and will bring it forward for Board approval at the next meeting.

R. Ganderton noted that the latest information is that there will not be a new HAPS/H-SAA process developed for two years and that the existing H-SAA agreement will be extended by one year. Indications are that we will likely not get a formal announcement regarding funding until the middle of next year. The likely implication for RVHS is that we should plan to receive the same funding as last year, but it is unclear whether we will be expected to maintain the same service volume commitments. Potential service adjustments to meet our planning targets for next year are being developed in consultation with the MAC and implementation of these adjustments will need to be worked through with the CELHIN, through Voluntary Integration submissions and other mechanisms.

It was moved L. Ray and seconded by D. Barlow that the Board approves the Operating Results for the period ended August 31, 2009. CARRIED

5.4 BUILDING COMMITTEE

The Building Committee report was included in the Board package.

B. Oldman updated the board on the construction progress, schedule slippage and change orders with respect to the RVAP Redevelopment. He will report further at the November Board meeting on change orders that are being monitored very closely.

5.5 AUDIT COMMITTEE

The Audit Committee report was included in the Board package.

5.6 QUALITY & RISK COMMITTEE

The Quality & Risk Committee report was included in the Board package. L. Mungall indicated that the committee continues to receive monthly program reports from staff.

T. Reeves, D. Barlow and L. Mungall attended a recent OHA conference on Quality & Risk and heard a presentation on Balanced Scorecards. They indicated that Rouge Valley's scorecard is far superior to any that was presented. The committee requested that a third page be added to the scorecard detailing the rationale used to determine the targets shown. As suggested, the Balanced Scorecard will be presented quarterly to the Board.

R. Ganderton informed Board members that the current medical model of inpatients will need to be re-examined as RVHS is facing challenges over the next 12 to 18 months under the current model.

R. Ganderton informed the Board that staff recently went through a mock disaster exercise whereby the server room flooded resulting in the loss of network capability and in the end, Rouge Valley Centenary campus had to be closed. A briefing note will be prepared on the mock disaster that will include lessons learned and initiatives underway to mitigate this in the event of a potential flood. The Quality & Risk committee will bring back a risk mitigation plan on this as it is one of the top ten risks.

6. COMMUNITY ADVISORY GROUP UPDATE

A. Saunders N'daw indicated that the Community Advisory Group met on October 13th, and was provided with an overview of the Department of Medicine. In addition, they attended a community consultation arranged by the CELHIN around culture and diversity. She indicated that a few members of the CAG are attending a portion of the hospital board-management-physician retreat.

Due to a resignation, the recruitment process will start again to fill the vacancy.

7. CHAIR'S REPORT

See item #5.1

8. PRESIDENT'S REPORT

The President's Report was pre-circulated.

R. Ganderton provided an update on Durham Region's preparedness and capacity to respond to the anticipated surge of H1N1 in the area. Our concern has been communicated to the leadership of the Central East LHIN leadership. We are encouraged that the Central East LHIN is now taking a leadership role in facilitating discussion and action on how various providers will mount a response to address the needs of the Durham Region population. R. Ganderton indicated that he's received information on funding availability for alternate assessment, treatment and referral services.

In response to a question, R. Ganderton indicated that it is a challenge maintaining Lean improvements. Efforts continue to invest in management training to embed the Lean methodology. Our sustainment efforts are ongoing and sustainment success is tracked.

9. CHIEF OF STAFF REPORT

Minutes from the Medical Advisory Committee meetings held on September 18, 2009 and October 2, 2009 were included in the Board package.

Dr. Mohan indicated that starting with next year's reappointment process package, two policies, Role of the Most Responsible Physician (MRP) and Role of the Physician "On Call" will require sign off by each physician acknowledging that all medical staff are aware and will comply with these policies. The policies will have legal input and will likely not require any by-law changes.

10. MEDICAL STAFF SOCIETY UPDATE

No report.

11. FOUNDATION REPORT

The Foundation Report was circulated in the Board package that highlighted various fundraising events. J. Wiersma indicated that the Pickering Mayors Gala is coming up and proceeds will be provided to purchase a portable ultrasound machine for the RVAP ED. Work continues on developing the campaign for an MRI.

It was requested that more detailed information be provided to the Board on the percentage of overall fundraising strategies and successes. This information will be provided for the next Board meeting.

J. Ecker reminded everyone about Board members' annual pledge to the foundation.

12. OTHER BUSINESS/ITEMS FOR INFORMATION

Nothing other than information provided.

13. FEEDBACK FORMS

Feedback forms to be completed and returned to C. Pember.

14. NEXT MEETING

The next meeting will be held on Tuesday, November 24, 2009 at 8:00 a.m. in the Dr. Bruce Johnston Conference Room at RVC.

15. IN CAMERA MEETING

It was moved by L. Ray and seconded by R. Lawson that the Board proceed to an In Camera meeting. CARRIED

Separate Minutes.

On a motion by J. Kaufman and seconded by T. Atkins, the Board ended the In Camera meeting. CARRIED

16. **ADJOURNMENT**

On a motion moved by D. Barlow and seconded by R. Lawson, the Board meeting adjourned at 10:00 a.m. CARRIED

17. **UNRELATED DIRECTOR ONLY SESSION**

An unrelated director only session was held.



J. Ecker, Chair