

# Rouge Valley Health System Board of Directors Meeting

Tuesday, February 24, 2009

7:30 a.m. to 11:00 a.m.

Rouge Valley Centenary, Dr. Bruce Johnston Conference Room

## **MINUTES**

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### **Present:**

J. Ecker, Chair	T. Atkins	D. Barlow	E. Fleury	R. Ganderton
Dr. H. Huang	J. Kaufman	P. Lobraico	P. McNeil	Dr. N. Mohan
B. Oldman	L. Ray	T. Reeves	A. Saunders N'daw	J. Wideman
J. Wiersma				

### **Regrets:**

R. Deebank	Dr. A. Grant	L. Mungall	M. Wilson
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### **Guests:**

Dr. P. Dixon	R. Francis	F. Loucks	J. Meloche	S. Plewes
N. Wong				

### **Recorder:**

C. Pember

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Meeting called to order at 7:40 a.m.

## **1. STRATEGIC ITEMS**

### **2009/10 OPERATING PLAN REVIEW**

J. Aldis reviewed the 2009/10 Operating Plan. He reminded Board members of the foundation of the plan when the Board decided to implement the three year Deficit Elimination plan that commenced in early 2008. It called for \$25 million to be removed by cost reduction and/or revenue enhancement but continue to maintain services volumes at 2007/08 levels.

He went on to outline the key financial assumptions, risks and opportunities associated with the plan.

### **2009/10-11 MULTI SECTOR ACCOUNTABILITY AGREEMENT (M-SAA) APPROVAL**

J. Aldis continued on with a presentation on the 2009/10-11 M-SAA. This needs to be signed by the Board Chair, the CEO and the CE LHIN by March 31, 2009. At RVHS the M-SAA applies to outpatient mental health services (Fund Type 2) and covers two fiscal years beginning April 1, 2009 and ending March 31, 2011.

### **2009/10-12 CAPITAL PLAN APPROVAL**

J. Aldis indicated that this year's process is similar to last year's. The plan was developed by a multi-disciplinary planning committee and all key areas were represented. They followed a rigorous classification and prioritization exercise. He reviewed the 2009/10 capital priorities and 2009/10 unfunded requests. J. Aldis indicated that projected cash available for capital could increase from \$2.6M in 2009/10 to over \$8.0M in 2011/12 assuming the three-year deficit elimination plan is achieved.

A discussion ensued, following the presentation, regarding the plan. Board members requested a summary of the RVHS Honeywell project and would like to see further discussion on the estimated useful life of major equipment as well as a comprehensive asset management program.

J. Ecker thanked J. Aldis, his team and all members of the Finance Committee for a very comprehensive presentation.

### **CE LHIN CLINICAL SERVICES PLAN**

F. Loucks, Chair of the CE LHIN introduced Ron Francis and Novino Wong, both Board members of the CE LHIN; Dr. Peter Dixon, member of the Clinical Services Plan steering committee; Katie Cronin Wood and Susan Plewes, staff at the CE LHIN.

Mr. Loucks and Ms. Plewes provided the RVHS Board members with information on the Clinical Services Plan. The full plan was released on February 17<sup>th</sup> when it was presented to the CE LHIN Board of Directors. The plan represents the first phase and the initial steps towards "One Acute Care Network".

The plan covers 5 program areas (Cardiac, Mental Health, Maternal Child Youth, Thoracic Surgery and Vascular Surgery) as well as recommendations relating to physician credentialing, regional on call coverage and central scheduling for operating rooms. The plan also includes a recommendation to make RVHS the regional centre for cardiac care in Scarborough and Durham.

Mr. Loucks provided wording for a shared motion indicating support for 'One Acute Care Network' that they would like all hospitals in the LHIN to consider passing.

The CE LHIN will hold a 60-day consultation period with stakeholders. RVHS will examine the plan in greater detail and will consult with internal stakeholders to understand their perspectives as part of the CE LHIN's requested feedback process. The CE LHIN will compile the feedback received from stakeholders and share it with the hospitals.

Following the presentation, J. Ecker thanked them for providing the information. She noted that RVHS is supportive of the overall vision of one acute care system and looks forward to working with our partners and stakeholders on reviewing the recommendations.

## **2. STAFF RECOGNITION**

Staff members involved in the recent fire in the Mental Health supportive housing complex at 25 Neilson in Scarborough were recognized for their heroic efforts on the busy morning of December 13, 2008.

James Malkin, Recreational Therapist and Lisa Curtis, Registered Nurse, both from the Mental Health Team were presented with certificates recognizing their efforts and contribution to successfully evacuate 16 residential units of the mental health housing. James and Lisa along with several staff members performed their duties with distinction and demonstrated terrific teamwork.

All staff members involved will be receiving certificates of recognition at department meetings.

**3. DECLARATION OF CONFLICT OF INTEREST**

None were declared.

**4. APPROVAL OF MINUTES OF PREVIOUS MEETING ON JANUARY 27, 2009**

*It was moved by A. Saunders N'Daw and seconded by L. Ray that the minutes of the meeting held on January 27, 2009 be approved. CARRIED*

**5. BUSINESS ARISING FROM THE MINUTES**

There was none.

**6. COMMITTEE MOTIONS/REPORTS**

**6.1 EXECUTIVE COMMITTEE**

Draft minutes from the meeting held on February 10, 2009 were circulated to the Board.

J. Ecker indicated that the Board Executive Committee is recommending Dr. Teraiza Yassa to the position of Interim Chief of Medicine for RVC based on the interview held on February 10<sup>th</sup>.

*It was moved by P. Lobraico and seconded by T. Atkins that the Board of Directors appoints Dr. Teraiza Yassa to the position of Interim Chief of Medicine for RVC. CARRIED*

It was recommended to remove the label "Interim Site Leader" for both Dr. KC Moran and Dr. Gary Mann, and replace it with "Site Chief". They are physician leaders in the ER's at RVC and RVAP respectively.

*It was moved by P. Lobraico and seconded by T. Atkins that the Board of Directors approves removing the label "Interim Site Chief" and replace it with*

**“Site Chief” for Dr. KC Moran and Dr. Gary Mann. CARRIED.** B. Oldman abstained from the vote.

## **6.2 GOVERNANCE & NOMINATING COMMITTEE**

Draft minutes of the meeting held on February 4, 2009 were circulated to the Board.

On behalf of J. Kaufman, A. Saunders N'daw provided an update on the last meeting. She noted that there does not seem to be a strong correlation between the questions, the Board responses and the red/yellow/green flags on the survey the Board recently completed for Accreditation Canada. RVHS has expressed their concern but Accreditation Canada has declined to share how the responses lead to the flags.

## **6.3 FINANCE COMMITTEE**

Minutes of the meeting held by teleconference on February 9, 2009 were circulated with the Board package as well as the draft minutes from the February 12, 2009 meeting.

***It was moved by L. Ray and seconded by P. Lobraico that the Board of Directors approves the Operating Results for the period ending December 31, 2008. CARRIED***

***It was moved by L. Ray and seconded by P. Lobraico that the Board of Directors approves the 2009/10-12 Capital Plan as presented and the proposed \$2.7M capital budget for 2009/10, including a \$400K contingency to be spent on items identified in the Capital Priorities List. CARRIED***

***It was moved by L. Ray and seconded by P. Lobraico that the Board of Directors approves the 2009/10-11 Multi-Sector Accountability Agreement (M-SAA) and directs the Board chair and the President & CEO to execute and submit the M-SAA to the Central East LHIN. CARRIED***

## **6.4 BUILDING COMMITTEE**

The next meeting will be held on February 24, 2009 at 2:00 p.m.

## **6.5 AUDIT COMMITTEE**

No meeting held.

## **6.6 QUALITY & RISK COMMITTEE**

P. McNeil reported on the February 13, 2009 meeting. Minutes of that meeting were circulated with the package.

The Obstetrics program provided a comprehensive presentation. Questions were raised with respect to the increase in C-section rates particularly at RVAP. Regular monitoring and review of the rates continues on a monthly basis to ensure outcomes are satisfactory. P. McNeil requested a status update later in the year.

**7. COMMUNITY ADVISORY GROUP UPDATE**

A. Saunders N'daw, Chair of the CAG indicated that two meetings have been held. R. Ganderton and J. Ecker provided detailed presentations on the health care system in general at the February 3<sup>rd</sup> meeting. CAG members were also asked for their input on the Visiting Hours Policy. The next meeting will be held in March when they will discuss patient relations and customer service. The CAG members agreed to increase the number of meetings from 4 per year to 6 per year. It was suggested that the group should have a briefing on the CE LHIN Clinical Services Plan.

**8. CHAIR'S REPORT**

The Chair's Report was circulated at the meeting. In addition, J. Ecker informed the Board that a recruitment firm will be selected imminently to carry out the Chief of Staff search.

**9. PRESIDENT'S REPORT**

In addition to the President's Report circulated to the Board, R. Ganderton highlighted information in his report on LEAN methodology. He also referred to his recent presentation to the congregation at Dunbarton-Fairport United Church in Pickering indicating that it was very well received and provided the members with very useful and educational information. R. Ganderton expects to visit and present to additional congregations in the future.

**10. CHIEF OF STAFF REPORT**

Minutes of MAC meetings held in December and February were circulated with the Board package. In addition to these, Dr. N. Mohan provided an update on medical on call coverage at the Ajax site. Two offers of employment have recently been sent which will contribute greatly to the department, if accepted. A panel to review the whole Medicine on call schedule has been arranged. A meeting was held last week to look at resource allocation.

Dr. Mohan indicated that letters of reprimand were issued to physicians for outstanding charts, most responded accordingly, however, one physician did not. Continuing to ignore repeated requests to complete charts in a timely fashion will result in suspension of privileges.

R. Ganderton informed the Board that as of 10:00 a.m. on Wednesday, February 25, 2009 medicine on call coverage to support the RVAP emergency department was not in place. Staff are working to ensure coverage is available.

Board members expressed their deep concern with respect to the medicine on-call coverage issue as it is becoming a problem on a regular basis. Board members discussed the issue at length and have instructed the Chief of Staff to come back to the Board with a proposed by-law amendment regarding the Chief of Staff's scope of authority to require physicians to provide on-call services to ensure coverage for safe patient care. MAC will be consulted on the proposed by law amendment.

***It was moved by T. Atkins and seconded by J. Wideman that the Board of Directors requests that the MAC, through the Chief of Staff bring back a by-law amendment that provides provision for the Chief of Staff with the appropriate authority to minimize the issue of medicine on call gaps going forward. The Board of Directors empowers the Board Executive Committee to approve the by-law revision on behalf of the Board. CARRIED***

**11. MEDICAL STAFF SOCIETY UPDATE**

No Report.

**12. FOUNDATION REPORT**

J. Wiersma indicated that the gala on Friday, March 27, 2009 is fast approaching and stressed that everybody's support is needed to make it a successful event by either purchasing tickets or contributing to the silent auction.

He announced that the second payment from the Region of Durham has been received leaving an outstanding amount of \$1.1 million which is tied to the building schedule for the RVAP redevelopment.

In conclusion, he indicated that there are several activities planned throughout the month of February, which is Heart Month.

**13. OTHER BUSINESS**

There was none other than the items for information included in the Board package.

**14. FEEDBACK FORMS**

Members were reminded to complete feedback forms prior to leaving the meeting.

**15. NEXT MEETING**

The next meeting will be held on Tuesday, March 24, 2009 in the Conference Rooms B/C at RVAP.

**16. IN CAMERA MEETING**

*It was moved by B. Oldman and seconded by T. Atkins that the Board proceed to an In Camera meeting. CARRIED*

Separate Minutes.

*On a motion duly moved and seconded, the Board ended the In Camera meeting. CARRIED*

17. ADJOURNMENT

*On a motion duly moved and seconded, the Board meeting adjourned at 11:20 a.m. CARRIED*

A handwritten signature in cursive script, reading "Janet Ecker", is written above a horizontal line.

J. Ecker, Chair