

BOARD OF DIRECTORS - OPEN MEETING

Date: Monday, February 9, 2015
 Time: 16:00 – 18:30 hours
 Location: Fenwick Conference Room, Watkins 2

Start	Time	Item	Topic	Lead	Purpose	Attachment
1. CALL TO ORDER & CONFIRMATION OF QUORUM						
1600	5 min	1.1	Approval of Agenda & Chair's Remarks	Carson	Decision	Draft agenda
		1.2	Approval of Previous Minutes: December 10, 2014	Carson	Decision	Draft minutes
2. CEO UPDATE						
1605	10 min	2.1	CEO Report Highlights & External Environment Update	Thompson	Discuss	KGH This Week Written Report to follow
3. INTEGRATED BUSINESS						
1615		3.1	No items identified for February Agenda	Thompson	Inform	Verbal
4. PATIENT CARE & PEOPLE COMMITTEE						
1615	20 min	4.1	Mid-Year Committee Report	Hytonen/Zelt	Discuss	Briefing Note
		4.2	Alternate Level of Care Update	Hytonen/Zelt	Discuss	Briefing Note & Walker Report
5. MEDICAL ADVISORY COMMITTEE						
1635	15 min	5.1	COS Report – December & January MAC Meetings	Zelt	Discuss	Briefing Note
6. FINANCE & AUDIT COMMITTEE						
1650	10 min	6.1	Mid-Year Committee Report	Janiec	Discuss	Briefing Note
7. GOVERNANCE COMMITTEE						
1700	45 min	7.1	Mid-Year Committee Report	Thomson	Discuss	Briefing Note
		7.2	SE LHIN Sustainability Update – HealthCare Tomorrow	Carson/Thompson	Discuss	Briefing Note
		7.3	KGH Strategy Update	Carson/Thompson	Discuss	Briefing Note
		7.4	Approach 2015-16 Integrated Annual Corporate Plan	Thomson/Flett	Decision	Briefing Note & presentation
		7.5	Critical Path – 2015-16 Board Vacancy Recruitment	Thomson	Inform & Decision	Briefing note
		7.6	Critical Path – 2015-16 Officers Selection Process	Thomson	Inform	Briefing note
8. IN-CAMERA SEGMENT						
1745	5 min	8.1	Motion to Move In-Camera (agenda items #9-11)	Carson	Decision	Verbal
12. REPORT ON IN-CAMERA DECISIONS & TERMINATION						
1815	5 min	12.1	Motion to Report the Decisions Approved In-camera	Carson	Inform	Verbal
		12.2	Date of Next Meeting & Termination	Carson	Inform	Verbal

Agenda

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13.		IN-CAMERA ELECTED MEMBERS SESSION & CEO ONLY				
14.		IN-CAMERA ELECTED MEMBERS SESSION WITHOUT MANAGEMENT PRESENT				

BOARD OF DIRECTORS: OPEN MEETING OF FEBRUARY 9, 2015

A regular meeting of the Board of Directors of Kingston General Hospital was held on Monday, February 9, 2015 in the Fenwick Conference Room, Watkins 2, of Kingston General Hospital from 16:00 to 18:10 hours. The following are the open minutes.

Elected Members Present (voting): Annette Bergeron, Scott Carson (Chair), Peng Sang Cau, Wendy Forsythe, Donna Janiec, Diane Kelly, Susan Lounsbury, Bill Robertson (by phone), and George Thomson.

Ex-officio Members Present (voting): Richard Reznick.

Ex-officio Members Present (non-voting): Leslee Thompson, Leanne Wakelin, and David Zelt.

Regrets: Lynn Bowering, Timo Hytonen, Geoff Quirt, Kishore Thain.

Administrative Staff: Rhonda Abson (Recording Secretary), Brenda Carter, Jim Flett, Chris Gillies, Shannon Graham and Troy Jones.

1.0 CALL TO ORDER & CONFIRMATION OF QUORUM

The Chair called the meeting to order, confirmed quorum and advised members that the next KGH Board meeting would be held on Wednesday, March 11, 2015.

1.1 Approval of Agenda & Chair's Remarks

Moved by Annette Bergeron, seconded by Wendy Forsythe:

THAT the agenda be approved as circulated.

CARRIED

1.2 Approval of Previous Minutes

The December 20, 2014 draft open meeting minutes were pre-circulated with the agenda.

Moved by George Thomson, seconded by Peng Sang Cau:

THAT the open minutes of the KGH Board of Directors meeting held on December 10, 2014 be approved as circulated.

CARRIED

2.0 CEO REPORT

2.1 CEO Report Highlights and External Environment Update

The CEO provided a brief presentation at the meeting highlighting the recent KGH Community Showcase with nearly 30 different groups participating in this year's showcase. The KGH Auxiliary tea was well attended during this year's showcase activities and the KGH Team Awards were presented.

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Major initiatives that are underway include implementation of the new bed map which will align beds to services and programs to units across KGH. Under the new bed map, patients with similar case needs will be grouped together geographically as much as possible to support patient safety and quality of care. A new training program is underway for all staff, physicians and volunteers called “communicating with H.E.A.R.T.” which is a healthcare focused model that will provide staff with practical knowledge to help assist patients and their families with concerns. Other projects underway include improvements to KGH’s wayfinding/signage throughout KGH and it was agreed that a presentation would be brought forward to the Board on this project. “Team Talks” and “Council Conversations” are being held are being used to inform and gather input on KGH’s five year strategy report and the next long-term strategy for KGH. Interviews are now underway for the Executive Vice President and Chief Nursing Executive position.

Members were briefed on the approach and activities since the last Board meeting to support improved alternate level of care (ALC) patient flow. The South East Local Health Integration Network (SE LHIN) has moved the issue to a more ‘urgent’ level and further discussions and results are expected as an outcome of the Health Care Tomorrow discussions. SE LHIN members are reviewing and providing implementation updates on the recommendations contained in the Walker Report.

The Minister has launched the government’s “Patient First Action Plan” and KGH was cited on page 5 of the report. A copy of the link to the report will be provided to the Board. Leslee Thompson reported on her recent meeting with the health minister to discuss opportunities to expand patient engagement initiatives. In terms of other Ministry discussions, Phase 2 requirements have been shared with the Deputy Minister and further follow-up by KGH may be required.

The Ontario Health Innovation Council (OHIC) report has been delivered to the Minister and further announcements are expected in February/March. A copy of the report will be posted on the Board portal and a link is available [here](#).

Health system funding reforms

Susan Lounsbury joined the meeting at 16:15 hours.

3.0 INTEGRATED BUSINESS – no items identified for discussion/decision on the agenda.

4.0 PATIENT CARE & PEOPLE COMMITTEE

4.1 Mid-Year Committee Report

David Zelt, executive support to the Patient Care and People Committee, drew attention mid-year report. As discussed earlier in the meeting, patient flow/ALC continues to be a concern / risk. Monitoring the targets and indicators contained in the Quality Improvement Plan will remain a focus and emerging risks will be identified by the committee to the Board. Work on the integrated risk domains and assessment of corporate risk for committee oversight remains at the early stages of planning. For the remainder of the committee year, focus will continue on patient flow as well as health human resources planning/processes and supports for people working at KGH. The committee will continue to receive regular updates on the Health Care Tomorrow

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initiative. In terms of the committee's overall functioning under the new decision-making/reporting structure, while committee agendas are very ambitious, work continues on improving processes to ensure that reports are succinct, relevant, and circulated in advance of the meeting and that key issues are brought forward to the full Board for discussion.

4.2 Alternate Level of Care Update (ALC)

David Zelt reported that the alternate level of care (ALC) numbers are trending downward although they still remain high. As highlighted earlier in the meeting, discussions at the recent South East CCAC/Hospital Executive Forum (SE CHEF) meeting provided partners with an opportunity to review and discuss the recommendations contained in the Walker Report. The briefing note provided to the Patient Care and People Committee and Board, detailed each of the recommendations contained in the Walker Report, the agency accountable for implementation and the associated timeline for completion. It was agreed at the January SE CHEF meeting that an update on implementation would be provided at the February meeting. Weekly huddles with all regional partners and data sharing is now underway. The SE LHIN has agreed to provide additional data at the February meeting.

Leslee Thompson noted that there are three key reports informing the ALC discussions and decisions. The first step in the process is to understand the data, the leading practices of other organizations, and the current state of the Walker recommendations. Discussion focused on the importance of communication/education so that patients and families are better informed, particularly when arriving through the Emergency Department about the options available and, where possible, how to avoid admission. David Zelt highlighted some of the programs now available to support the frail/elderly as well as looking at opportunities to accommodate urgent clinical referrals. The CEO confirmed that a further report/update would be delivered to the Patient Care and People Committee and Board.

5. MEDICAL ADVISORY COMMITTEE

5.1 Chief of Staff Report

The written report of the Chief of Staff was pre-circulated in the agenda package. David Zelt drew attention to the recent influenza outbreaks; hand hygiene compliance rates; and update which was presented to the MAC on Health Care Tomorrow. Discussion focused on the recent measles outbreak and while there have been no cases at KGH, it continues to be monitored by infection control and the Department of Pediatrics.

6.0 FINANCE & AUDIT COMMITTEE

6.1 Mid-Year Committee Report

Donna Janiec, Finance and Audit Chair, drew attention to committee's mid-year report. Emerging risks will be preparation of the budget; continued monitoring of financial pressures identified during Q1 and Q2 performance reviews; ensuring sufficient allocations for capital funding provisions in the next fiscal budget will be important; and ensuring regular updates and engagement with respect to the Health Care Tomorrow work will be important. Another area that the committee will continue to monitor is the upgrades and replacement that is needed for KGH's information systems. Discussion focused on the Health Care Tomorrow project and

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opportunities, from a regional perspective, to support the IT requirements. Troy Jones, VP and Chief Information Officer, briefed the Board and a briefing will be provided at the next Finance and Audit Committee meeting which will highlight the total capital and operating costs needed. Ensuring a dual strategy is in place in relation to the Health Care Tomorrow initiatives was noted. Relating to the new board structure, the committee feels that it is fulfilling its mandate based on the new terms of reference.

7.0 GOVERNANCE COMMITTEE

7.1 Mid-Year Committee Report

George Thomson, Governance Chair, drew attention to the committee's mid-year report. The committee is nearing completion on recommendations relating to the corporate bylaws. In terms of emerging risks, a key area will be the Health Care Tomorrow project; the KGH Research Institute Board briefing; ensuring that the risk domains assigned to the Governance Committee are populated; and overseeing the quarterly performance reporting process to the Board. The committee remains supportive of the new decision-making structure that was implemented in June 2014 and will continue to recommend changes in processes that will lead to further improvements to committee reporting and discussions at the Board level.

7.2 SE LHIN Sustainability Project Update

Appended to the briefing note was a copy of the key messages from the December and January SE CHEF CEOs meetings along with the current memberships for the various direction setting and working groups. George Thomson drew attention to the draft agenda for the next governance-to-governance session (date to be determined). A decision-making framework has been drafted and, if finalized, a copy will be provided to the Board at its March meeting. The project timeline for final recommendations on Phase 1 work remains June 2015. Templates to build business cases are being distributed to the various working groups. Consistent and clear messaging to Boards across the region will be important. Concern expressed about the short timeline and understanding the mandates of each of the working groups would be helpful; it was agreed that the terms of reference would be circulated with the March agenda. Board members can refer members of the community to the website: www.healthcaretomorrow.ca and members of the executive team are also available to respond to questions, provide clarity on issues. The physician leadership group have been briefed and regular updates will continue to be provided to the Medical Advisory Committee.

7.3 KGH Strategy Development Process Update

A detailed briefing note providing the Board with an update on the approach and engagement activities to inform the current state analysis was circulated to the Board. The Governance Committee was briefed at their last meeting and George Thomson highlighted the remarkable process that is underway to support the development of KGH's next long-term strategy. Community engagement sessions are being planned, the new KGH Strategy Advisory Committee has been formed and is meeting on a regular basis, Team Talks and Council Conversations with staff, physicians and volunteers are underway. Key dates and anticipated deliverables were appended to the briefing note. As Phase 1 nears completion, Phase 2 will focus on five key questions 1) what is our big aspiration; 2) what is our positioning in relation to others; 3) how will we succeed in our chosen areas of focus?; 4) what capabilities do we need to succeed?; and 5) what management systems do we need? Timing for completion will be dependent on the Health Care Tomorrow project.

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7.4 Approach to the 2015-16 Integrated Annual Corporate Plan (IACP)

Georg Thomson, Chair of the Governance Committee, drew attention to the briefing note outlining the approach to the preparation of this year's integrated annual corporate plan. Similar to last year, the IACP will include the strategy performance index, the quality improvement plan and hospital service accountability agreement.

Moved by George Thomson
Seconded by Richard Reznick

THAT the Board of Directors endorses the approach to the 2015-16 integrated annual corporate plan so that management can continue with detailed planning including specification of targets, indicators, and performance corridors for the next fiscal year.

CARRIED

7.5 Critical Path – 2015-16 Board Vacancy Recruitment

The detailed briefing note outlining the critical path and deliverables to fill elected board vacancies was circulated in the agenda package. George Thomson confirmed that the Governance Committee wishes to recommend filling the current vacancy. Following the January committee meeting, members interviewed Allen Orth, Associate Vice Principal Human Resources at Queen's University and it was agreed that he be recommended to the Board effective immediately. Reference checks have been completed and yielded positive results. A copy of Mr. Orth's completed application form and short bio was circulated to the Board.

Moved by George Thomson, seconded by Diane Kelly

THAT Allen Orth be elected to the KGH Board of Directors effective immediately and until such time as the 2015-16 Board slate is presented to the Board of approval.

CARRIED

7.6 Critical Path – 2015-16 Officers Selection Process

George Thomson, Chair of the Governance Committee, drew attention to the critical path to support the selection process for board officers in 2015-16. The results from the recent nominations forms have confirmed support for Scott Carson to be recommended as Chair and George Thomson to continue as Vice Chair.

All staff members departed the meeting.

8.0 IN-CAMERA SEGMENT

8.1 Motion to Move In-Camera

Moved by Susan Lounsbury, seconded by Wendy Forsythe:

THAT the Board move into an in-camera session.

CARRIED

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12.0 REPORT ON IN-CAMERA DECISIONS & TERMINATION

12.1 Motion to Report the Decision Approved In-Camera

Moved by Annette Bergeron, seconded by Timo Hytonen:

THAT the Board rise from committee of the whole and the Chair report.

CARRIED

The Chair reported on the following in-camera decision/discussion items: the Board approved the in-camera minutes of the October 29 Board meeting; the Board received the final October and draft November minutes of the Governance, Finance and Audit, and Patient Care and People Committees; the Board approved a number of appointments and reappointments to the medical and housestaff; the Board received an update on Q2 performance from the CEO and Chief of Staff.

12.2 Date of Next Meeting & Termination

The Chair confirmed that the date of the next meeting is: Wednesday, March 11, 2015 at 16:00 hours.

The meeting terminated at 18:10 hours on motion of Susan Lounsbury.

13.0 IN-CAMERA ELECTED MEMBERS SESSION & CEO ONLY

A brief session was held post-meeting with Leslee Thompson.

14.0 IN-CAMERA ELECTED MEMBERS SESSION WITHOUT MANAGEMENT PRESENT

A brief session was held post-meeting with elected members only.

Scott Carson
Chair