

BOARD OF DIRECTORS - OPEN MEETING

Date: Wednesday, March 11, 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: February 9, 2015	Carson	Decision	Draft minutes
2. CEO UPDATE						
1605	10 min	2.1	CEO Report Highlights & External Environment Update	Thompson	Discuss	Written Report
3. INTEGRATED BUSINESS						
1615	45 min	3.1	KGH Strategy: Q3 Reporting	Thompson & Committee Chairs	Discuss	Briefing Note, Strategy Index & draft publication
		3.2	Board’s Work Plan – Mid-Year Review	Thomson	Discuss	Briefing Note & Work Plan
4. PATIENT CARE & PEOPLE COMMITTEE						
		4.1	KGH Strategy: Q3 Reporting (see agenda item #3.1)			
5. MEDICAL ADVISORY COMMITTEE						
1700	5 min	5.1	COS Report – February MAC Meeting	Zelt	Discuss	Briefing Note
6. FINANCE & AUDIT COMMITTEE						
1705	10 min	6.1	Draft Fiscal 2016 Operating & Capital Budgets <ul style="list-style-type: none">KGH Fiscal Advisory Committee	Janiec Flett	Decision	Briefing Note & Presentation
		6.2	Hospital Service Accountability Agreement Extension	Janiec	Decision	Briefing Note & Agreement
7. GOVERNANCE COMMITTEE						
1715	30 min	7.1	SE LHIN Sustainability Update – HealthCare Tomorrow	Thomson	Discuss	Briefing Note, Dashboard & TOR
		7.2	Critical Path – 2015-16 Board Recruitment	Thomson	Inform	Briefing Note & advertisement
		7.3	2014-15 Board Evaluation Tools	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						
1825	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

BOARD OF DIRECTORS - OPEN MEETING

Date: Wednesday, March 11, 2015
Time: 16:00 – 18:30 hours
Location: Fenwick Conference Room, Watkins 2

Start	Time	Item	Topic	Lead	Purpose	Attachment
13.		IN-CAMERA ELECTED MEMBERS SESSION & CEO ONLY				
14.		IN-CAMERA ELECTED MEMBERS SESSION WITHOUT MANAGEMENT PRESENT				

BOARD OF DIRECTORS: OPEN MEETING OF MARCH 11, 2015

A regular meeting of the Board of Directors of Kingston General Hospital was held on Wednesday, March 11, 2015 in the Fenwick Conference Room, Watkins 2, of Kingston General Hospital from 16:00 to 17:50 hours. The following are the open minutes.

Elected Members Present (voting): Annette Bergeron, Scott Carson (Chair), Peng Sang Cau, Wendy Forsythe, Timo Hytonen, Donna Janiec, Diane Kelly, Susan Lounsbury, Al Orth, Geoff Quirt, 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, Peng-Sang Cau, and Kishore Thain.

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

1.0 CALL TO ORDER & CONFIRMATION OF QUORUM

The Chair called the meeting to order, confirmed quorum and welcomed newly elected member, Al Orth, to his first meeting of the Board. As outlined in the Notice of meeting, the remaining board meeting dates for the current board calendar year were provided. The Chair drew particular attention to the May conflict with the Board's planning session being held on the same day as the KGH Auxiliary golf tournament and a further update will be provided by the CEO's office. The date of the next KGH Board meeting will be held on Monday, March 30, 2015. The Chair also noted that the President of the Medical Staff Association was unable to attend today's meeting however a written report was circulated in advance of the meeting.

1.1 Approval of Agenda & Chair's Remarks

Moved by Annette Bergeron, seconded by Geoff Quirt:

THAT the agenda be approved as circulated.

CARRIED

1.2 Approval of Previous Minutes

The February 9, 2015 draft open meeting minutes were pre-circulated with the agenda.

Moved by Richard Reznick, seconded by Timo Hytonen:

THAT the open minutes of the KGH Board of Directors meeting held on February 9, 2015 be approved as circulated.

CARRIED

OPEN BOARD MEETING: MARCH 11, 2015

PAGE 2

2.0 CEO UPDATE

2.1 CEO Report Highlights and External Environment Update

The CEO's written report was circulated with the agenda materials. Deputy Minister Bob Bell recently met with hospital CEOs and the LHIN to discuss the Healthcare Tomorrow project. Highlights from the recent Board of Trade breakfast in Toronto featuring the Deputy was provided at the meeting; the key theme of moving towards accountable care organization was emphasized at the breakfast and the Minister has recently stated his desire to support community governance models.

The Quality of Care Information Protection Act, 2004 (QCIPA) came into force on November 1, 2014. Under the legislation, information provided to hospital quality of care committees and other designated quality of care committees that deal with quality improvement would be shielded from disclosure in legal proceedings. The intent of the Act is to promote the sharing of information and open discussions among health professionals which can lead to improved patient care and safety. Earlier this month, a review panel, co-chaired by KGH's Patient Experience Advisor, Angela Morin, released their report on their review of QCIPA as it relates to the examination of critical incidents in hospitals. In particular, the committee was struck by the large variation in how QCIPA is used in Ontario hospitals – some hospitals apply the processes every time there is a critical incident while others almost never invoke it. The Board's Patient Care and People Committee will be briefed at an upcoming meeting on the recommendations coming from the report.

The other major report being released this week is the Donner report on home and community care. One of the key elements to be examined in this report is to ensure equal access to services in communities across the province is being provided. As well, the review panel was asked to look at ways to identify innovative opportunities to support a sustainable system of care.

The report from the Ontario Health Innovation Council has been delivered to the Minister and a response from the Minister to the twelve recommendations is expected shortly. A slide deck outlining the recommendations of the report is being prepared and a copy will be shared with Board members when available.

Discussion focused on the e-health provincial strategy and some of the anticipated changes expected to the structure. Provincial pre-budget consultations have recently concluded and the final steps are underway in the preparation of the budget. Leslee Thompson reported that she has briefed MPP Kiwala on infrastructure needs. The new Health System Funding Reform (HSFR) formula continues to challenge hospital operating budgets. Many hospitals across the province are experiencing funding shortfalls based on this new formula especially those Corporations with multiple sites like Quinte Healthcare. Discussion focused on possible options for government to flow funding, i.e. via HealthLinks, and the importance of ensuring all care providers, not only hospitals, are engaged in 'accountable care organizations' structure/funding/care delivery requirements.

KGH' work in patient- and family-centred care were recently recognized by The Change Foundation with Eleanor Rivoire being selected as one of the *"20 Faces of Change Award"* which was created to celebrate the Foundation's 20th anniversary. Leslee Thompson noted that, over the last four years, KGH has been

OPEN BOARD MEETING: MARCH 11, 2015

PAGE 3

approached by over 150 organizations across Canada, the US, Europe and Australia to understand our approach to patient-centred care.

Work continues on implementing KGH's wayfinding strategy with brightly coloured feature walls being completed throughout the hospital. Board members were encouraged to view the new symbols and colours on the lower level hallways. The feedback has been positive both from the community and hospital staff.

3.0 INTEGRATED BUSINESS

3.1 KGH Strategy: Q3 Reporting

The Q3 Briefing Note package included an outline of the review process for Q3 results including an orientation to the monitoring of KGH's 110 approved indicators, targets, and corridors of performance. The Strategy Performance Report consisting of 27 targets and associated indicators that reflect KGH's overall performance was circulated along with a new companion piece providing more detailed explanations of the Q3 red and yellow indicators by comparison to KGH's peer hospitals. The draft KGH This Quarter publication was circulated in advance and the Q3 slide deck was distributed at the meeting.

Overall, Q3 results saw 15 of the 27 (56%) of strategy targets were on target; 7 of 12 (58%) of overall Quality Improvement Plan targets were on track; and 55 of 83 (66%) of KGH supporting corporate performance indicators were on track. Of the 12 'reds', six are expected to remain red into Q4: patient falls, clinical service wait times, WSIB/LTI claims, ED waits for admitted patients, percentage of ALC days and needle stick injuries. New to the reporting this month, a risk ranking has been attached to each red indicator (low, medium, high). The remaining 6 reds are expected to convert in Q4: C-dif, hand hygiene, 5-day in hospital mortality, specimen collection errors, occupancy rate, and medication reconciliation on admission. Leslee Thompson then profiled the overall Q4 projections on targets and provided an explanation for each one in terms why targets may not be achieved. Discussion focused on a number of initiatives that are underway to address some of the red profiles as well as the important discussion which took place at the Finance and Audit Committee relating to their performance (all green indicators) and the implications this might have on the Patient Care and People Committee oversight indicators. There was recognition that the new peer comparison explanation report helps in preparing for such discussions and understanding KGH's overall performance. George Thomson noted that the Governance Committee continues to explore what mechanisms are available for a more integrated approach to performance reporting to the Board. Another important component of reporting that should be carefully monitored is the overall trending on an indicator.

As KGH approaches Q4, it will be important to take into consideration the SE LHIN sustainability work and the implications this may have on overall performance and the requirements to staff time/resource to support the various projects.

3.2 Board's Work Plan – Mid-Year Review

George Thomson, Chair of the Governance Committee, drew attention to the proposed changes to the Board's overall work plan. An update on the KGH Research Institute as well as updates on the Healthcare Tomorrow project at every Board meeting was highlighted in the updated plan. The Governance Committee is required to

OPEN BOARD MEETING: MARCH 11, 2015

PAGE 4

review the Board's work plan to ensure compliance and, at the February Committee meeting, members felt that all deliverables were being met.

4.0 PATIENT CARE & PEOPLE COMMITTEE

4.1 KGH Strategy: Q3 Reporting – see discussion/highlights under agenda item #3.1

5. MEDICAL ADVISORY COMMITTEE

5.1 Chief of Staff Report – January and February MAC Meetings

The written report of the Chief of Staff was pre-circulated in the agenda package. Key highlights from the January and February MAC meetings included a discussion on the 2015-16 Quality Improvement Plan (QIP); the MAC discussed the recent Supreme Court ruling on physician-assisted death; regular updates continue on the Healthcare tomorrow project; and the MAC approved a new policy on interprofessional progress notes.

Discussion focused on the recent court ruling by the Ontario Court of Appeal that allows patients the right to seek damages from hospitals over privacy breaches. The ruling stated that provincial health privacy laws are not allowed to roadblock patients who want to seek justice in the courts when their medical records are reviewed by hospital workers. Troy Jones explained that the recent suit involved an Ontario hospital and several staff members who inappropriately reviewed medical information contained in patient files. The *Personal Health Information Protection Act* (PHIPA) provides a comprehensive course of action to follow in the event of a privacy breach. In upholding a lower court decision, the Court of Appeal decision allows individuals to bring actions against health information custodians (including hospitals) directly for privacy breaches in addition to initiating a complaint through the Information and Privacy Commissioner under the PHIPA. Further advice and information is expected from the Ontario Hospital Association to member hospitals regarding best practice when such issues arise.

In response to a question regarding how vaccination information is obtained/confirmed when patients present at the hospital, David Zelt confirmed that certain patient populations, such as pediatrics, are asked to provide current information.

6.0 FINANCE & AUDIT COMMITTEE

6.1 Draft Fiscal 2016 Operating & Capital Budgets

Donna Janiec, Chair, Finance and Audit Committee, drew attention to the Fiscal 2015-16 budget planning operating and capital assumptions for KGH.

Moved by Donna Janiec, seconded by George Thomson:

THAT the Board of Directors approves the draft Fiscal 2016 internal operating budget – balanced financial position and the proposed fiscal 2016 capital budget.

OPEN BOARD MEETING: MARCH 11, 2015

PAGE 5

The Committee supports management's recommendations to allocate \$20 million for capital and, at this time, to provide for a balanced budget. Further operational efficiencies will be required and several unknowns remain, i.e. inflationary costs, utilities, etc. KGH continues implement initiatives towards sick replacement time set at the 25th percentile performance.

CARRIED

6.2 Hospital Service Accountability Agreement Extension

The recommendation of the Finance and Audit Committee regarding the continuing extension of the Hospital Service Accountability Agreement was circulated in the agenda package.

Moved by Donna Janiec, seconded by Susan Lounsbury:

THAT the Board of Directors approves the extension to the current Hospital Service Accountability Agreement.

CARRIED

In response to a question, Jim Flett stated that a new agreement for hospitals is expected to be negotiated by the end of the current year. The current agreement has been extended since April 2008.

7.0 GOVERNANCE COMMITTEE

7.1 SE LHIN Sustainability Update – Healthcare Tomorrow

Appended to the updated Briefing Note was a copy of the key messages from the February South East CCAC/Hospital Executive Forum; a copy of the terms of reference of the Governance working group; the new governance dashboard which will be provided on a monthly basis; and a copy of all the terms of reference of the direction setting and working groups was provided. The decision-making framework has been drafted and will be brought forward to the March Governance Committee meeting for input/discussion and the final document is expected for the April Board meeting. George Thomson advised that members of the Governors working group, established by the SE LHIN, have been invited to participate in a webinar on March 25. Discussion focused on the mandate of the Governors working group and the SE LHIN requests for volunteers to serve. Discussion focused on the proposed timelines; Board members recognized the importance of the short timeline for the project in light of the fact that some Board positions will change in June resulting in some new Chairs/Vice Chairs across the region. The Governors working group has identified the need for ongoing communications and consistent messaging across all organizations. Support of the decision-making framework will be important and ensuring that all Board are prepared to receive the recommendations in June is critical. Discussion focused on the need to understand the anticipated deliverables.

7.2 Critical Path – 2015-16 Board Recruitment

The updated critical path to support the 2015-16 elected Board member recruitment was circulated to the Board. George Thomson, Governance Committee Chair, drew attention to the advertisement which recently appears in the Whig Standard and Kingston This Week. Two applications have been received to-date and the

OPEN BOARD MEETING: MARCH 11, 2015

PAGE 6

cut-off is Friday, March 27. The skill set requirements for this year's recruitment are outlined in the ad and Board members were encouraged to share the information with community members who meet this year's recruitment needs. The Governance Committee will interview candidates in late April; the final recommendation will come forward to the June Board meeting.

7.3 2014-15 Board Evaluation Tools

Following the March Board and Committee meetings, several electronic surveys will be issued for completion by all Board members. There are a total of four tools which will focus on: meeting effectiveness, self assessment for both board and committee work; as well as board chair and committee chair assessments. Following the June Board meeting, members will receive the Accreditation Canada governance standards and survey for completion.

All staff members departed the meeting.

8.0 IN-CAMERA SEGMENT

8.1 Motion to Move In-Camera

Moved by Annette Bergeron, seconded by Susan Lounsbury:

THAT the Board move into an in-camera session.

CARRIED

12.0 REPORT ON IN-CAMERA DECISIONS & TERMINATION

12.1 Motion to Report the Decision Approved In-Camera

Moved by Wendy Forsythe, seconded by Geoff Quirt:

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 February Board meeting; the Board received the final January Governance and Finance and Audit Committee minutes as well as the draft February minutes; the Board approved a number of medical appointments and reappointments and house staff appointments; the Board received an update on Q3 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: Monday, March 30, 2015 at 16:00 hours.

The meeting terminated at 17:50 hours on motion of Susan Lounsbury.

OPEN BOARD MEETING: MARCH 11, 2015

PAGE 7

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

LESLEE THOMPSON, PRESIDENT & CEO

Submitted to: Board of Directors

Date of Issue: March 5, 2015

Period Covered: February 9 to March 3, 2015

This note provides an update on major issues and activities that CEO and management have been addressing since my verbal report and presentation at the February 9 board meeting. Given that this is a Q3 reporting meeting there is a lot covered I will be elaborating on a few of these items at our upcoming board meeting and, as always, I am happy to take any questions on these or any other item.

1. General Update – KGH activities

Latest editions of KGH This Week are attached. I encourage Board members to read the great articles and profiles that have been highlighted!

2. Neighborhood Town Halls

I hold Town Hall sessions for staff about three times a year, and there are two set for this month. The first one was standing room only and lots of front line staff (second one is later this week). This is always a great time to thank people, and to give them updates on what's happening and what's ahead. I shared feedback on what we have heard from the 600 people who participated in Team Talks Sessions, and provided Q3 results and an overview of the 2015/16 budget. I also spent time on Health Care Tomorrow project and set stage for changes this could bring.

3. Announcement of New Executive Vice President & Chief Nursing Executive

I shared the announcement about Silvie Crawford with the board late last month. I am thrilled that she will be joining us on May 25, 2015. Thanks to Timo for being representing the Board on the search committee.

4. Site Visit of Deputy Minister to South East Local Health Network Network (SE LHIN)

The Deputy and his two Associate Deputy Ministers are visiting all the LHINs around the province. There were briefings in SELHIN that focused on the community, mental health and long-term care, and then a session with SECHEF. The focus of discussion with SECHEF was on Health Care Tomorrow. Additional verbal update on this will be provided at the board.

5. Cheers! To Your Health Event

Last month, the Lennox and Addington County General Hospital Foundation Board held a gala event as one of the "Cheers! To Your Health" and our campaign to raise money to purchase a second MRI – and raised \$102,000!!! The commitment and financial support is remarkable. A thank you note to the L&A Foundation Board from the KGH Board has been sent.

SUBMITTED TO: KGH Board of Directors
PERIOD COVERED: February 9 to March 3, 2015

Page 2

6. Ontario Hospital Association

The OHA's Healthscape website is a great resource for board members and, if you have not already done so, I would encourage you to log-on and receive regular update. Attached to this month's report is a copy of the latest CEOConnection update "Budget 2015: Tough Choices Ahead". www.healthscape.ca

7. External Presentations – CEO

- Sunday, March 1 – Delivered opening keynote on leadership for Registered Nurses Association of Ontario (RNAO) Executive Leadership Academy
- Thursday, March 5 - Keynote address on patient centered leadership to health care conference in Denmark from my office here at KGH using AdobeConnect! Great way to save travel time!
- Saturday, March 7 – Keynote presentation for EXCITE2015 Conference at University of Toronto. With over 400 students in attendance, I am speaking on what future holds for careers in health care and life sciences sectors.

Please don't hesitate to contact me with any questions or concerns arising from this report.

Respectfully submitted



Leslee J. Thompson
President and Chief Executive Officer