

## BOARD OF DIRECTORS - OPEN MEETING

Date: Thursday, December 10, 2015  
 Time: 16:00 – 19:00 hours  
 Location: Board Room, Dietary 3

Start	Time	Item	Topic	Lead	Purpose	Attachment
<b>1.0 CALL TO ORDER &amp; CONFIRMATION OF QUORUM</b>						
1600	5 min	1.1	Approval of Agenda & Chair's Remarks	Carson	Decision	Draft agenda
		1.2	Approval of Previous Minutes: October 27, 2015	Carson	Decision	Draft minutes
<b>2.0 IN-CAMERA SEGMENT</b>						
1605	30 min	2.1	Motion to Move In-Camera (agenda items #2, 10-12)	Carson	Decision	Verbal
<b>3.0 CEO UPDATE</b>						
1635	5 min	3.1	CEO Report Highlights & External Environment Update	Thompson	Discuss	Briefing note
<b>4.0 INTEGRATED BUSINESS</b>						
1640	10 min	4.1	KGH Strategy: Q2 Reporting	Thompson & Committee Chairs	Discuss	Briefing note & strategy index, target explanations, Q2 presentation & KGH This Quarter
1650	25 min	4.2	Accreditation Canada 2016 Preparation	Crawford	Inform	Briefing note
1715	10 min	4.3	Approach to KGH Strategy Refresh & Integrated Annual Corporate Plan 2016-17	Thompson/ Crawford/MacBeth	Discuss	Briefing note
<b>5.0 PATIENT CARE &amp; PEOPLE COMMITTEE</b>						
1735	5 min	5.1	Indicator Areas of Risk: ALC/C-diff/Medication Reconciliation	Kelly	Discuss	Verbal
<b>6.0 MEDICAL ADVISORY COMMITTEE</b>						
1740	5 min	6.1	COS Report	Zelt	Discuss	Briefing note
<b>7.0 FINANCE &amp; AUDIT COMMITTEE</b>						
<b>8.0 GOVERNANCE COMMITTEE</b>						
1745	5 min	8.1	Critical Path for 2016-17 Board Officers	Thomson	Inform	Briefing note
1750	5 min	8.2	2016-17 Board of Directors Slate/Process	Thomson	Inform	Briefing note
1755	5 min	8.3	SE LHIN Sustainability – Health Care Tomorrow Update	Thomson/Flett	Inform	Briefing note
1800	5 min	8.4	KGH Corporate By-law	Flett	Decision	Briefing note
<b>9.0 IN-CAMERA SEGMENT</b>						
1805	5 min	9.1	Motion to Move In-Camera (agenda items #10-12)	Carson	Decision	Verbal

13.	REPORT ON IN-CAMERA DECISIONS & TERMINATION					
1845	5 min	13.1	Motion to Report the Decisions Approved In-camera	Carson	Inform	Verbal
		13.2	Date of Next Meeting & Termination	Carson	Inform	Verbal
14.	IN-CAMERA ELECTED MEMBERS SESSION & CEO ONLY					
15.	IN-CAMERA ELECTED MEMBERS SESSION WITHOUT MANAGEMENT PRESENT					

## BOARD OF DIRECTORS: OPEN MEETING OF DECEMBER 10, 2015

A meeting of the Board of Directors of Kingston General Hospital was held on Thursday, December 10, 2015 in the Board Room, Dietary 3, of Kingston General Hospital from 16:00 to 18:00 hours. The following are the open minutes.

Elected Members Present (voting): Lynn Bowering (phone) , Scott Carson (Chair), Peng Sang Cau, Donna Janiec, Diane Kelly, Susan Lounsbury, Al Orth, Bill Robertson, Axel Thesberg, George Thomson.

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

Ex-officio Members Present (non-voting): Silvie Crawford, Kishore Thain, Leslee Thompson, David Zelt.

Regrets: Geoff Quirt, David Zelt

Administrative Staff: Mary Pope (Recording Secretary), Jim Flett, Troy Jones, John Lott, Theresa MacBeth and Doug MacInnis.

### 1.0 CALL TO ORDER & CONFIRMATION OF QUORUM

The Chair called the meeting to order and confirmed quorum. The date of a special board meeting has been slated for Tuesday, January 26, 2016 in the Board Room, Dietary 3.

The Chair reminded members that there is a reception to recognize the contributions of Leslee Thompson on Wednesday, January 20 from 5:30 to 7:30 pm at the Fort Henry Discovery Centre. There will be a nominal cost of \$35.00 per person and e-invites will be issued this week. All board members were encouraged to attend.

Members were also reminded that there are two dates on hold in early February – Tuesday, February 9, 2016 from 28:00 to 20:00 hours and all day on Wednesday, February 10, 2016 from 09:00 to 16:00 hours.

### 1.1 Approval of Agenda & Chair's Remarks

The agenda was pre-circulated to members in advance of the meeting.

Moved by Diane Kelly, seconded by Peng Sang Cau:

THAT the agenda be approved as circulated.

CARRIED

**1.2 Approval of Previous Minutes**

The Chair drew attention to the pre-circulated draft minutes of the October 27, 2015 meeting.

Moved by Diane Kelly, seconded by Richard Reznick:

THAT the open minutes of the KGH Board of Directors meeting held on October 27, 2015 be approved as circulated.

CARRIED

**2.0 IN-CAMERA SEGMENT**

The Chair requested a motion to move to in-camera.

Moved by Susan Lounsbury, seconded by Bill Robertson:

THAT the Board move to in-camera.

CARRIED

Returned to Open Board at 17:27 hours.

Moved by Leslee Thompson:

THAT the meeting move back to the open session of the Board.

CARRIED

**3.0 CEO UPDATE****3.1 CEO Report Highlights & External Environment Update**

The CEO's written report was circulated in advance of the meeting. Leslee Thompson deferred further discussion of the report due to time limitations and the need to address the remainder of the Board package.

**4.0 INTEGRATED BUSINESS****4.1 KGH Strategy: Q2 Reporting**

Members were provided with a briefing note in the Board package. Leslee Thompson reported that the briefing note provides an orientation to the strategy report as well as the draft Q2 Strategy Performance indicators Report, the Targets Explanation Report, the presentation slide deck, and the KGH This Quarter publication. Leslee Thompson noted that 20 of 27 of our strategy targets are on track; 8 of 12 of our overall Quality Improvement Plan targets are on track; 48 of 75 of our supporting corporate performance indicators are on track and over we have a 5% improvement from Q1. Leslee Thompson recognized Silvie Crawford for her

work to improve the ALC front, it is not easy but some changes are being made that are positive. Our big wins in Q2 reflect a huge effort and collaboration across the organization which led us to beating the ED wait times target. This is a first time ever that we have been below the target. Also of note, hand hygiene has increased in compliance and finished this quarter at 88%, up from 81% in Q1. Leslee Thompson reported that Troy Jones had provided a tour of the new laboratory system which is better than any other hospital in Ontario – the most impressive system with a focus on quality and savings in capital investments.

Leslee Thompson reported that additional exciting news is the launch of the new KGH web site occurring the week of December 14, 2015. This site 'shouts' out all the good things done in the organization in a better way than has ever been done before. All members were encouraged to visit the new web and provide their feedback. There will be a link to the Board Portal within the web site. However, it was noted that the Board Portal still requires updating and this will be completed in the next few months as it does need different security issues addressed by different software.

#### 4.2 Accreditation Canada 2016 Preparation

A briefing note was pre-circulated in the Board package. Doug McInnis was introduced to the Board as he will be the Accreditation Coordinator. In addition, Silvie Crawford reviewed the package and presented slides outlining the accreditation process. Dates for Board members to note are: October 17-26, 2016 the onsite Accreditation Canada survey will take place. On October 17, 2016 at 4-5 pm a meeting will be scheduled for the Accreditation surveyors to meet with the Board members to discuss accreditation and all Board members are welcome and encouraged to participate. Silvie Crawford assured the members that timelines and metrics are in place to ready KGH for the survey. Members were reminded to complete the surveys (links were provided within the briefing note) - completion deadline is January 10, 2016. Members were also asked to consider participating in the Mock Tracers for Q4 – further details will be provided.

#### 4.3 Approach to KGH Strategy Refresh & Integrated Annual Corporate Plan 2016-17

A briefing note was pre-circulated in the Board package. Leslee Thompson reported that the approach of refreshing our strategic directions is informed by our continual analysis of the environment in which we are operating and the strategic conversations that have been taking place at KGH over the past several months as we have conducted our current state analysis. These refreshed strategic directions will continue to transform the patient experience and keep us focused in advancing our organization while creating the agility to adapt to the changes within our environment. Members were provided with a chart outlining the high-level milestones associated with the proposed planning approach. There is a session planned for January 15, 2016 where the KGH teams will come together to discuss refreshing our strategic directions, facilitated by Josh Tepper, CEO of Health Quality Ontario. The outcomes from that day will be forwarded to the Board and there will be a day in February 2016 for the Board to meet to discuss these outcomes and strategic directions for KGH over the next 12 months and beyond. The completion date for the new integrated annual corporate plan is end of March 2016.

**5.0 PATIENT CARE & PEOPLE COMMITTEE****5.1 Indicator Areas of Risk: ALC/C-diff/Medication Reconciliation**

Scott Carson reported that there were no issues coming forward for the Board.

**6.0 MEDICAL ADVISORY COMMITTEE****6.1 COS Report**

The written report of the Chief of Staff was pre-circulated with the agenda package.

**7.0 FINANCE & AUDIT COMMITTEE – No agenda items circulated.****8.0 GOVERNANCE COMMITTEE****8.1 Critical Path for 2016-17 Board Officers**

The Briefing Note providing background and current status was circulated to members in their Board package. George Thomson reported that the materials outline the timeline for the normal process for selecting a board member. Upon approval of filling two current vacancies, there will be one more vacancy in June 2016 when Scott Carson completes his term as Chair. Members were requested to complete a document of Expression of Interest to continue to serve as a Board member and identify skills that would be beneficial to bring to the Board, ie clinical experience and someone with broader IT systems knowledge and skill. With respect to officers, George Thomson advised that he has indicated his interest in moving to the Chair position and requested members to complete a form advising whether they are in support or not and indicate nominations for the vice-chair position. These are available on Survey Monkey and are due January 4, 2016. If anyone wishes to discuss the role of the vice-chair, please contact George Thomson directly.

**8.2 2017 Board of Directors Slate/Process**

The briefing note was pre-circulated in the Board package.

Scott Carson noted amendments to the briefing note – there is one tenure expiration in 2016 and on the list of tenure limits.

**8.3 SE LHIN Sustainability – Healthcare Tomorrow Update**

The briefing note was pre-circulated in the Board package. Scott Carson advised that he and George Thomson did participate in the telephone meeting on December 3 and only a couple of issues arose. There were questions regarding whether there might be additional budget calls on hospitals if there are overages in the process. In the event there is a call for additional funding, the Board Chairs will be apprised. There was

protocol recommended that if a management position becomes available somewhere in the system, that rather than filling it, the agreement was made to have consultation amongst the hospitals as to whether this could be filled by someone in one of the hospitals rather than advertising outside. This is not a requirement but rather a common sense of agreement. Scott Carson advised that is of note that the KGH board is much better briefed than other boards on the progress of the process.

Jim Flett advised the Board of the appointment of Sandra Carlton as Vice President and Chief of Human Resources Officer replacing Shannon Graham. Sandra Carlton will continue in her role at Providence Care on a part time basis, as well as taking on the role at KGH.

#### 8.4 KGH Corporate By-law

Jim Flett advised that following the motion passed in October 27, 2015 as outlined in the briefing note pre-circulated we are now seeking the board to support to amend the motion to provide an effective date of April 1, 2016.

Moved by Peng Sang Cau; seconded by Axel Thesberg:

WHEREAS the KGH Board of Directors approved the following motion at their October 27, 2015 meeting:

THAT the revisions to the KGH Corporate By-law, as outlined in the October 20, 2015 Briefing Note, are approved by the Hospital and

WHEREAS legal counsel has confirmed that an effective date needs to be identified;

BE IT RESOLVED THAT the KGH Board of Directors approves the amendments to the By-law as outlined in the October 20, 2015 briefing note with an implementation date of April 1, 2016.

CARRIED

Leslee Thompson recognized Rhonda Abson for her work and Jim Flett for his oversight in the tremendous amount of work that it took to carry out the revisions to the KGH Corporate By-law.

#### 9.0 IN-CAMERA SEGMENT

9.1 The Chair requested a motion to move In-Camera.

Moved by Donna Janiec, seconded by Bill Robertson:

THAT the Board move into an in-camera session.

CARRIED

**13.0 MOTION TO REPORT ON IN-CAMERA DECISION/DISCUSSION ITEMS & TERMINATION****13.1 Motion to Report Decisions Approved In-Camera**

Moved by Scott Kishore Thain, seconded by Pen Sang Cau:

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 and November Board meetings; the board received the final October minutes from the Patient Care and People, Finance and Audit, and Governance Committees; the board approved a number of medical staff appointments and reappointments and housestaff appointments; the board received the Q2 performance updates from the CEO and COS; the board approved the appointments of David O'Toole and Glenn Vollebregt to the KGH Board of Directors effective immediately; the board approved the appointment of Jim Flett as Interim Secretary to the Board effective January 1<sup>st</sup>, 2016; the board approved an agreement in principle with Hotel Dieu Hospital to create an academic health sciences centre and has authorized management to begin work to assure due diligence to develop a formal operating agreement.

**13.2 Date of Next Meeting & Termination**

The Chair confirmed that the date of the next meeting is: Tuesday, January 26, 2016 at 17:00 to 18:00 hours.

The meeting terminated at 18:10 hours on motion by Kishore Thain.

**14.0 IN-CAMERA ELECTED MEMBERS SESSION & CEO ONLY**

A brief in-camera session was held with elected members and the CEO only.

**15.0 IN-CAMERA ELECTED MEMBERS SESSION WITHOUT MANAGEMENT PRESENT**

A brief session was held.

Scott Carson  
Chair



## LESLEE THOMPSON, PRESIDENT & CEO

**Submitted to:** Board of Directors

**Date of Issue:** December 3, 2015

**Period Covered:** October 16 to December 3, 2015

This note provides an update on activities inside and outside KGH that relate to our mission and annual corporate plan that have been underway since our October Board meeting and that are not already being addressed by board and board committees.

This will be my final report to the KGH Board of Directors. I would like to take this opportunity to thank the Board for their support during my tenure as President and CEO over the last seven years. Thank you, Leslee.

### 1. General Update – KGH activities

Latest editions of KGH This Week are provided to you under separate cover. Notable is the fact that KGH premises are now entirely smoke free! The results from the patient safety culture survey are being compiled and a further update and report will be provided at the January Patient Care and People Committee. Staff and physicians are being encouraged to share their views and suggestions in our engagement survey process taking place from November 9 and 27, 2015. As in the past, results will be widely shared and presented at an upcoming Patient Care and People Committee meeting.

### 2. Province's Fall Economic Statement

Last week, Finance Minister Charles Sousa presented the 2015 Ontario Economic Outlook and Fiscal Review. The Province is now forecasting revised deficits of \$7.5 billion in 2015-16 and \$4.5 billion in 2016-17. This is an improvement of \$1 billion in 2015-16 and \$0.3 billion in 2016-17 compared with the deficit targets laid out in the 2015 Budget. The government also stated that it remains committed to balancing the budget by 2017-18.

In the news release by the Province, reference to improving representation of women on boards and in senior executive positions was noted. The KGH Governance Committee will continue to monitor and ensure that we remain committed to ensuring that our upcoming work in preparing the Board's slate takes this into consideration.

### 3. Ontario Hospital Association – Chair's Report, HealthAchieve Update & Boards Publication

Attached to my report is the most recent OHA Chair's Report for October. I also attended this year's HealthAchieve annual conference, November 2-4, along with several KGH leaders. One of the highlights for me was participating in the Emerging Healthcare Leaders "Speed Mentorship" event.

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At the closing session of HealthAchieve, Minister Hoskins announced that changes would start to take shape in the coming months. We anticipate the OHA will be actively engaging hospital leadership and communities in these discussions looking at new and innovative ways to provide better, more integrated care to patients, including rural health hubs as well as new funding models for post-acute care.

As suggested in earlier reports, I encourage board members to join the OHA community and we are providing the link to the latest edition of *Boards* November issue – the first article focuses on the importance and need for Collaborative Governance. [Click here to learn more](#)

#### **4. KGH Auxiliary Kick-off Annual Teddy Bear Campaign**

Many of you have, I am sure, viewed the Teddy Bear trees in the Watkins 2 lobby. This year's goal is to raise \$20,000 (or 200 bears) for the purchase of CARESCAPE V100 monitors for the Pediatrics unit. Thanks to the Kawartha Credit Union again this year for their sponsorship. It is simply to purchase a bear and a brochure will be distributed at Thursday's board meeting.

#### **5. KGH Team Awards Nominations**

In March 2011, we launched a board sponsored annual award program at KGH to recognize the contributions of teams who are demonstrating excellence in each of the domains of our mission: Care, Knowledge and Leadership. A call for nominations has gone out to the organization and we are seeking one board member to participate on the panel to evaluate submissions and help select the recipients. The selection meeting will be held in early January – please let Rhonda know if you would like to participate on this.

A special event honoring the winners of award will take place during our Community Showcase Week on Thursday, January 28 at 10:00 hours and we welcome board members to join Scott Carson, George Thomson, and other members of the executive team in the celebration. Further details will be provided in the New Year. Pictures of the winning teams each year are posted in the Award display area in Watkins 2 Lobby.

#### **6. The KGH Story**

The KGH story is now taking shape in a new and much better way. Rather than me as the author, I am thrilled that the Chair of our patient and family advisory committee is taking on the lead for project so that the story of our journey toward partnering with patients can be told from the patient's perspective. This will be a remarkable contribution to other advisors and organizations, and there is a plan to get a national organization to sponsor their efforts. I am being invited to contribute to the book, and there will be others involved as well. I am excited that the work I have done so far on the book will help this get launched & can't wait to see how it evolves!

#### **7. CEO Article**

I was invited to write a paper on patient engagement that has just been published in Health Care Papers. It has been getting a lot of attention on social media, and you can read the article as well as the author's response to what I and others wrote about at the following link: <http://www.longwoods.com/content/24343#.VmCg0JJh3F4.email>

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**8. Media Report**

Attached to my report is the quarterly media report providing members with top media highlights in Q2.

**9. CEO transition and final thoughts:**

CEO transition report will be provided as part of the in-camera session. I will be sharing a few observations and thoughts with the Board during my CEO report on December 10, 2015.

Thank you for the opportunity to serve.

Leslee J. Thompson  
President and Chief Executive Officer