

COLLINGWOOD GENERAL & MARINE HOSPITAL
MINUTES OF THE BOARD OF TRUSTEES MEETING
HELD THURSDAY, DECEMBER 19, 2013 AT 1500 HOURS
AT THE BEAR ESTATE

PRESENT: Mrs. S. Metras (Chair), Mr. G. Dickson, Mrs. P. Kinzie, Mr. T. Paterson, Dr. M. Lisi, Mrs. L. Flemington, Mr. R. Anderson, Mr. R. Stradiotto, Mr. R. Turner, Mr. D. Finbow, Mr. J. Halos, Mrs. N. Holder, Interim President & CEO, Mr. M. Lacroix, VP Corporate Services CFO, Mrs. L. MacLeod, Interim VP Patient Services & CNE

REGRETS: Mr. J. Gardhouse, Mr. R. Anderson, Mr. B. Hickey, Dr. S. Beatty

Education Session: CEO Succession Planning

Mr. Turner provided a slide deck regarding CEO Succession Planning, developed for a recent OHA Health Care Governance Forum. He explained that CEO succession planning is a governance function of an organization's Board and that a Board should have two plans – an emergency plan and a long term plan. Generally, as an organization changes, the competencies required of a CEO change and a succession plan in a small organization will be different from a large organization. This process should also dovetail with succession planning at the senior team level. Discussion took place, Mr. Turner responded to questions and he was thanked for providing his expertise and knowledge of the subject to the Board.

CALL TO ORDER

The meeting was called to order at 1655 hours and the agenda was approved as presented on a motion by Mr. Paterson, seconded by Mr. Turner; **CARRIED.**

No one declared a conflict of interest.

CHAIR'S REPORT – Mrs. S. Metras

Mrs. Metras advised that an RFP is being developed in relation to a Master Plan/Master Program. She added that a letter has been sent to the LHIN requesting funds to assist in the cost of the Master Plan/Master Program development along with several letters of support from local municipalities, the County of Simcoe Jim Wilson and the Foundation.

The gap funding expected by the hospital has not arrived and is not expected until mid-January.

SENIOR STAFF REPORT – Mrs. N. Holder

Mrs. Holder commented that the Senior Staff Report now follows the new strategic directions. This had been provided by email and she offered to answer any questions.

In response to a question regarding the physicians accessing the hospital's phone system technology, it was thought there is no risk involved in that the hospital hosts their servers and the physicians have purchased their own hardware. Legal advice can be sought to clarify this.

QUALITY ASSURANCE/RISK MANAGEMENT

Corporate Scorecard – Mrs. A. Chevalier

The Big Dot Scorecard has been reformatted into a True North Scorecard with details of new metrics being tracked. The quarterly Risk Report was also provided to members. These documents were discussed in detail at sub-committees and Mrs. Chevalier offered to answer questions. Both will be fine-tuned over time.

Patient Incident – Mrs. L. MacLeod

Mrs. MacLeod spoke about a recent twin delivery where criteria for recovery after a C-section were not fully followed. Recommendations to improve the process have been made and are being implemented. The criteria are being formalized and education for all staff is underway.

Commendation – Mrs. N. Holder

Mrs. Holder read an email received in November regarding the high standard of care received in the Emergency Department. The patient's family expressed their gratitude for the attention and compassionate care provided by everyone on staff, the physicians and volunteers.

ISSUES REQUIRING DISCUSSION AND DECISION

Governance & Quality Report – Mrs. P. Kinzie

Mrs. Kinzie reported that one of the objectives of the Governance & Quality Committee is to review the process of Board self-assessment. A tool from the OHA for Board assessment had been considered and the decision was made to evaluate it with our long form questionnaire. Mrs. Kinzie and Mrs. Flemington have agreed to undertake this and will come back with a recommendation prior to May 2014.

Adoption of the Governance & Quality Report was moved by Mrs. Kinzie, seconded by Mrs. Flemington; **CARRIED.**

Finance/HR Report – Mr. T. Paterson

Mr. Paterson had provided a written Finance Report to Board members and briefly highlighted the following items.

He spoke about a potential deficit at year end of \$1.7 million should the hospital not receive \$1.2 million in gap funding. The committee agreed to wait for a response from the LHIN to the letter sent in November requesting the gap funding before considering a contingency plan.

A first draft of the 2014/15 Operating Budget was provided to the committee for consideration. Benchmarking and discussions at the department level will be undertaken with an aim for further efficiencies to be found. The Committee will review a second iteration in February and the Board will be provided with a final draft during the March Board meeting.

The three year Community Mental Health Community Accountability Planning Submission for 2014-2017 was provided for Board approval. It was noted that the program will ensure a balanced budget.

Dr. Recoskie joined the Finance/HR Committee meeting to discuss the merits of the hospitalist program and the risks involved if the program is not implemented. The Committee sees the program as a priority; however, given the projected operating deficit in 2014/15; it was felt that savings of \$176,000 need to be found in order to support the program.

Discussion occurred regarding the work of hospitalists, the risk of not starting a program which could result in additional transient patients and the importance of considering the needs of other clinical departments and services. Physician and service stakeholders will be asked for input to ensure the program benefits all.

Mr. Paterson had identified five resolutions in his report.

1. A resolution that the Board approve the November 2013 Financial Statement as presented.
2. A resolution that the Board approve the CMH CAPS Submission as presented.
3. A resolution that the Board receive for information the initial Draft 2014/15 Operating Budget.
4. A resolution that the Board approve the Finance/HR Committee Objectives for September 2013 to June 2014 as presented.
5. A resolution that the Board directs the Finance/HR Committee to include the Hospitalist Program in the potential list of programs requiring funding and that it reports back to the Board on the viability of the program as part of the Final Operating Budget process.

Mr. Finbow moved approval of all five items; however, it was noted that the Finance/HR Committee approves internal operating statements and the Board approves only audited statements. Therefore, with the first item withdrawn, the motion was amended to approve the last four items, seconded by Mrs. Kinzie; **CARRIED.**

On a motion by Mr. Paterson, seconded by Mr. Halos the Finance/HR Committee Report was adopted; **CARRIED.**

Executive Committee Report– Mrs. S. Metras

Mrs. Metras reported that the Executive Committee met several times regarding the LHIN-wide MSK program and an RFP for the Master Plan- Master Program.

Facilities Planning Steering Committee – Mr. G. Dickson

Mr. Dickson commented on an email sent to Board members on November 8th regarding the approval of a motion for the hospital to proceed with the development of a Master Plan-Master Program. The motion was supported via email and to formalize the approval, it is noted below.

The Board of Trustees supports the senior management team to move forward with the actions required to complete the next phase of work for the Hospital's Redevelopment Project .These actions include:

- Making a formal ask of the Foundation for the remaining funds in the Redevelopment fund (funds remaining excludes the costs associated with the changes to be made to the Parking lot next spring).
- Making a formal ask of the NSM LHIN to partially fund the development of Stage 1 Part A and B (Master Plan and Master Program)
- Completing the RFP process to hire a Project Manager who in turn will conduct an RFP process for a firm to carry out the development of Stage 1 Part A and B.

Incamera Session

An incamera session was held to receive the MAC and Medical Staff report.

Approval of Consent Agenda

On a motion by Mrs. Kinzie, seconded by Mr. Dickson, the Consent Agenda was approved; **CARRIED.**

Date of Next Meeting

The next regular meeting of the Board will be on Thursday, January 23, 2014.

Adjournment

There being no further business the meeting adjourned on a motion by Mrs. Flemington at 1815 hours.

Open Discussion

Trustees continued with an open discussion, excusing the senior staff and physician members.

Chair, Board of Trustees

J. Stevens, Recording Secretary