

BOARD OF DIRECTORS

OPEN SESSION MINUTES

Thursday, January 11, 2018 at 4:00 p.m.
Huntsville District Memorial Hospital Boardroom
Approved February 8, 2018



PRESENT:

Elected Directors:	Evelyn Brown	Philip Matthews	Brenda Gefucia	Kathy Newby
	Cameron Renwick	Beth Goodhew	Frank Arnone	Christine Featherstone
	Bob Manning	Michael Walters	Moreen Miller	
Ex-Officio Directors:	Dr. Dave McLinden	Natalie Bubela	Dr. Biagio Iannantuono	Esther Millar
	Dr. Anthony Shearing			
Executive Support:	Tim Smith	Harold Featherston	Robert Alldred-Hughes	
Staff Resource:	Tammy Tkachuk			
Guests:	Alison Brownlee, Metroland Media		Mark Naylor, Community Member	
REGRETS:	Don Eastwood			

1.0 CALL TO ORDER

With a quorum present, the Board Chair, Evelyn Brown called the meeting to order at 4:04 pm.

1.1 APPROVAL OF AGENDA

It was moved, seconded and carried that the meeting agenda be approved.

1.2 DECLARATION OF CONFLICT OF INTEREST

Directors were reminded that conflicts of interest are to be declared for any agenda items and the Director is to excuse him/herself from the meeting for the duration of the discussion. Upon review of the agenda, there were no conflicts of interest declared.

1.3 PATIENT STORY

Natalie Bubela read aloud a letter from a patient expressing appreciation for the care received in the Chemotherapy Clinic.

1.4 FOUNDATION UPDATE

Katherine Craine, Huntsville Hospital Foundation Executive Director along with Colin Miller, South Muskoka Hospital Foundation Executive Director provided the Board of Directors with a power point presentation update on their activities over the past year. The South Muskoka Hospital Foundation completed a Revenue Generation Plan in October 2017. As a result of that work a number of actions have occurred including hiring a communications firm, additional staff, launching a bed and monitor campaign as well as a major fundraiser in partnership with the Bracebridge Rotary Club. The South Muskoka Hospital Foundation Golf Classic at Windermere Golf and Country Club is being planned for June 13, 2018 and Board members were encouraged to register early. The Huntsville Hospital Foundation provided a review of the successful summer activities, marketing initiatives and informed the Board that their staff compliment has also increased. An update on the relocation of the Foundation office was also provided; it is anticipated that the modular office will be delivered by early March. The Huntsville Hospital Foundation charity golf tournament is scheduled for June 28, 2018 and the After Party event is scheduled for May 26, 2018 and will be held at the new Armstrong Dodge dealership in Huntsville. The floor was open for question and it was explained that some of the mixed messaging identified through the consultation process in developing the revenue generation plan was related to confusion surrounding the future of the hospital and rumours that the South Muskoka Hospital was closing or their would be substantial reductions in services or resources. In response to a question, both Foundations confirmed that they have approximately 3,000 active donors on record for the past three years. Evelyn Brown expressed appreciation to both Foundations for all their support and for providing the update to the Board.

2.0 REPORTS

2.1 CHAIR'S REMARKS

The Board Chair spoke about the journey undertaken over the past year with respect to capital planning and explained that this journey will continue for the next year. The work to date of the Task Force has demonstrated that the decision to bring community members together was the right thing to do. The Chair also noted the unwavering commitment of the Foundations of ensuring the hospitals have the equipment needed now. Appreciation was also extended to all the donors. Gratitude was expressed to the senior staff for their insight, operational knowledge and commitment.

2.2 REPORT OF THE CHIEF EXECUTIVE OFFICER

The January report of the Chief Executive Officer was received for information. In addition to the report, the Board was informed that a decision was released by the Ontario Renal Network designating the Royal Victoria Regional Health Centre (RVH) as a Regional Renal Program Hub effective April 1, 2018. This will now see the NSM LHIN with two hubs; Orillia Soldiers Memorial Hospital (OSMH) was previously designated a hub. Stevenson Memorial Hospital will transition their satellite program to RVH. Collingwood General & Marine Hospital, Georgian Bay General Hospital and Muskoka Algonquin Healthcare will all remain satellites of OSMH. The floor was open for question. It was clarified that the bundled care payment related to Stroke referenced in the NSM LHIN correspondence is with respect to a pilot project between RVH and Collingwood General & Marine Hospital and that it does not impact MAHC. Discussion also ensued with respect to the eight mental health beds announced for RVH. It was clarified that these are designated for child and adolescent. It is not believed that submissions for additional mental health beds are being accepted; the Ministry's has been focused on developing the community resources. It was also explained that the RVH beds would be one additional resource that would be considered when looking for a mental health bed; this is an additional resource that is available more locally than previously available.

3.0 ENSURE PROGRAM QUALITY & EFFECTIVENESS

3.1 REPORT OF THE CHIEF OF STAFF & MEDICAL ADVISORY COMMITTEE

The January report of the Chief of Staff was received for information. In addition to the report, the Board was informed that Dr. Karen Martin, Family Physician in South Muskoka has agreed to take on palliative care. This is a new service she is provided that has been appreciated by Physicians and the community. There were no questions from the floor.

4.0 ENSURE BOARD EFFECTIVENESS

4.1 BOARD OFFICER, COMMITTEE CHAIR/MEMBERSHIP SELECTION PROCESS

Christine Featherstone presented the pre-circulated documentation related to the selection process and reviewed the process. It was highlighted that a new addition for the process this year is for the Board Chair to contact each Director to further discuss the process, interest and future plans. Directors were requested to complete the Expression of Interest forms by February 5, 2018. Directors were also encouraged to review the skills matrix and provide updates as appropriate.

4.2 ANNUAL BOARD EDUCATION

Natalie Bubela informed the Board that the Chief Executive Officers of Orillia Soldiers' Memorial Hospital, Collingwood General Hospital and Georgian Bay General Hospital along with MAHC discussed the concept of a joint Board retreat. The CEOs agreed it would be a good opportunity for dialogue amongst Board members to identify common issues as medium sized hospitals. Potential topics discussed included sustainability medium size hospital in a transformed system, funding, regionalization, advocacy, generative discussion around planning for the future and sub-regional development. There was good interest from the other CEOs; a summary document will be prepared for further consideration. The Board was also informed that Orillia Soldiers' Memorial Hospital is planning a course related to quality and will be inviting others to attend as well. The Board was requested to provide feedback with respect to participating in the proposed joint retreat. **There was general interest in participating. There was also agreement that further consideration is needed as to if the joint retreat would replace MAHC's annual education day.**

5.0 CONTRIBUTE TO STRATEGIC DIRECTION

5.1 CAPITAL PLAN DEVELOPMENT TASK FORCE

Cameron Renwick informed the Board that work continues with respect to developing the youth engagement strategy. In addition, Emergency Medical Services will be engaged to discuss the impacts of the models. It was also noted that the schedule for capital planning is very fluid and needs to be nimble and responsive as things arise. There may be impact to the timeline when additional work is added. The workshop held on January 8, 2018 was well attended. Next steps involve scheduling a meeting of the MAHC leadership and clinicians to discuss strategies. The discussion regarding local share has been raised recently. The results of the workshop will be consolidated into a preferred model related to the two sites, not status quo.

6.0 ENSURE FINANCIAL VIABILITY, IN ACCORDANCE WITH THE STANDARDS APPLICABLE TO THE DIRECTORS AT LAW

6.1 FINANCIAL RESULTS

Brenda Gefucia presented the financial results and highlighted that they remain consistent with previous reports. The organization continues to experience higher than planned occupancy and longer length of stay. With the increased volume there is additional pressure on some expenses with respect to overtime. The main variance to budget is the \$1.9 million that came in after the budget was developed. Expenses continue to trend up but the expectation is that a number of these are timing issues and are expected to come in-line closer to year end. Surgical cases remain below planned levels. The floor was open for question. A question was raised with respect to the policy regarding bereavement; it was explained that it depends on the family member and collective agreement but general immediate family would result in five days and more removed family would result in three days. It was re-confirmed that the non-elective Quality Based Procedure volumes may be netted at year end. With respect to receivables, it was stated that there is minimal risk. Receivable collections is dependent upon availability of staff; staff continue to focus on this area and it was explained that the results are in line with previous year results. There were no actions arising from discussion.

It was moved, seconded and carried that the Financial Results Year To Date November 30, 2017 be approved.

7.0 CONSENT AGENDA.

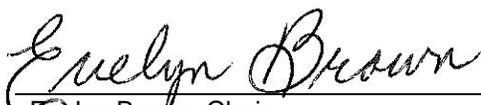
A question was raised with respect to the progress of the communication tactics MAHC Matters and Meet the Media. It was explained that the delay in achieving MAHC Matters was generally related to workload issues; the December issue of MAHC Matters was a larger than typical issue to capture any of the previous information. In terms of the Meet the Media, the tactic is intended to ensure familiarity with local media and the sense has been that the team is well aware of media and have been meeting on a regular basis with respect to daily operations.

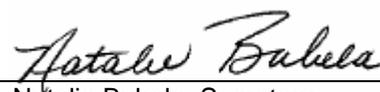
It was moved, seconded and carried that the following items be approved or received as indicated:

- 7.1 Approval of the Board of Director Meeting Minutes from December 14, 2017*
- 7.2 Receipt of the Executive Committee Report of December 13, 2017*
- 7.3 Receipt of the CEO & Chief of Staff Personal Business Commitment Status Update*
- 7.4 Receipt of the Governance Committee Report of December 20, 2017*
- 7.5 Approval of the Board Work Plan 2017-18*
- 7.6 Receipt of the Resources & Audit Committee Report of December 22, 2017*
- 7.7 Receipt of the Compliance Report for November 30, 2017*
- 7.8 Approval of the revised Supply Chain Code of Ethics Policy*

8.0 ADJOURNMENT

It was moved that the open session be adjourned and the Board of Directors proceed into the in-camera session following a short recess.


Evelyn Brown, Chair


Natalie Bubela, Secretary