

# Hamilton Board Committee

*Thursday, November 28, 2013*

*15:30 pm*

*Dofasco Boardroom – Juravinski  
Innovation Tower*

***Open Session***

St. Joseph's  
Villa  Dundas

St. Joseph's  
Healthcare  Hamilton

St. Joseph's  
Home  Care

**Hamilton Board Committee Meeting – Open Agenda**  
**Thursday, November 28, 2013**  
**3:30 – 6:30 p.m.**

Dofasco Boardroom – St. Joseph's Healthcare Hamilton  
2<sup>nd</sup> Floor, Juravinski Innovation Tower  
50 Charlton Avenue East, Hamilton

**Elected Members** Mr. Carl Santoni (Chair), Mr. Peter Tice, Mr. Sonny Monzavi, Ms. Mary Dow, Mr. Ben Gould, Dr. Mary Guise, Mr. Jim LoPresti, Ms. Carolyn Milne, Mr. Ray Rocci, Ms. Moira Taylor, Mr. Tony Thoma, Mr. David Tonin.

**Ex-Officio Members** Dr. Gary Chaimowitz, Ms. Winnie Doyle, Dr. Hugh Fuller, Dr. David Higgins, Dr. John Kelton, Dr. Kevin Smith

**Senior Management Team** Mr. David Bakker, Ms. Kim Ciavarella

**Resource** Mr. Bryan Herechuk, Ms. Fadia Ros

**Guest(s)** Dr. Janet Farrell

**Regrets**

Time	Item	Topic	Motion	Lead	Page
3:30pm	1.0	<b>Call to Order</b>			
	1.1	<i>Opening Prayer</i>		R. Rocci	
	1.2	<i>Approval of Agenda</i>	<u>All HBC Voting Members:</u> <b>THAT THE OPEN AGENDA OF THE NOVEMBER 28, 2013 HAMILTON BOARD COMMITTEE BE APPROVED</b>	C. Santoni	
	1.3	<i>Declaration of Conflict of Interest</i>		C. Santoni	
	1.4	<i>Introduction of Guests</i>		C. Santoni	
3:35pm	2.0	<b>Consent Agenda</b>			
	2.1	<i>Approval of Hamilton Board Committee Open Minutes</i>	<u>All HBC Voting Members:</u> <b>THAT THE OPEN MINUTES OF THE OCTOBER 31, 2013 HAMILTON BOARD COMMITTEE BE APPROVED</b>	C. Santoni	1-3
	2.2	<i>Governance Mission and Values Committee Minutes and Motions</i>	<u>All HBC Voting Members:</u> <b>THAT THE MINUTES OF THE NOVEMBER 5, 2013 GOVERNANCE, MISSION AND</b>	P. Tice	4-9

Time	Item	Topic	Motion	Lead	Page
			<b>VALUES COMMITTEE BE ACCEPTED FOR INFORMATION</b>		
	2.3	<i>Resource &amp; Audit Committee Minutes and Motions</i>	All HBC Voting Members <b>THAT THE MINUTES OF THE NOVEMBER 20, 2013 RESOURCE AND AUDIT COMMITTEE BE ACCEPTED FOR INFORMATION</b> SJVD Voting Members <b>THAT THE 2014 OPERATING BUDGET FOR ST. JOSEPH'S VILLA DUNDAS BE APPROVED</b>	S. Monzavi	10-53
<b>3:50pm</b>	<b>3.0</b>	<b>Quality &amp; Patient Safety</b>			
	3.1	<i>Quality Committee Minutes, Motions and Report</i>	All HBC Voting Members <b>THAT THE MINUTES OF THE NOVEMBER 12, 2013 QUALITY COMMITTEE BE ACCEPTED FOR INFORMATION</b>	R. Rocci	54-56
	3.2	<i>Medical Advisory Committee Guest Presentation: Dr. J. Farrell, Chief, Department of Anesthesia</i>			
<b>4:05pm</b>	<b>4.0</b>	<b>Highlight Report</b>			
	4.1	<i>There is no highlight report for the month of November</i>			
<b>4:20pm</b>	<b>5.0</b>	<b>Reports</b>			
	5.1	<i>Report of Chair</i>		C. Santoni	
	5.2	<i>Report of Presidents</i>		D. Higgins D. Bakker K. Ciavarella	57-59
	5.3	<i>Report of President SJHH Foundation SJVD Foundation</i>			
	5.4	<i>Report of Chief Nursing Officer</i>		W. Doyle	
	5.5	<i>Report of President, Medical Staff Association</i>		G. Chaimowitz	
	5.6	<i>Report of President &amp; CEO, St. Joseph's Health System</i>		K. Smith	
<b>5:00pm</b>	<b>6.0</b>	<b>New Business</b>			
<b>5:15pm</b>	<b>7.0</b>	<b>Guest Presentations</b>			
				C. Santoni	
<b>5:20pm</b>	<b>8.0</b>	<b>Information / Education Items</b>			

Time	Item	Topic	Motion	Lead	Page
	8.1	HBC Closed Summary		D. Higgins	60
	8.2	HBC Events			61-66
		HBC Walkabouts Schedule			
		HBC Education Schedule			
	8.3	Article – Governance			67-69
		Strategy: 4 Tests of Competence			
	8.4	E-Articles – Deloitte – Lead or be Led/The Effective Not for Profit Board			
5:25pm	9.0	<b>Adjournment</b>			
	9.1	<i>Motion to adjourn</i>	All HBC Voting Members: <b>THAT THE OPEN SESSION OF THE HBC BE ADJOURNED</b>	C. Santoni	
5:25pm	10.0	<b>Break followed by Closed Session</b>			

Committee: Hamilton Board Committee – OPEN SESSION

Date: October 31, 2013

Called to order at: 1530 hours

Adjourned: 1610 hours

Location: Dofasco Boardroom – 2<sup>nd</sup> Floor Juravinski Innovation Tower

Present: Mr. C. Santoni - Chair, Mrs. M. Dow, Mr. R. Rocci, Mr. S. Monzavi, Mr. P. Tice, Mr. B. Gould, Mrs. C. Milne, Mr. D. Tonin, Ms. W. Doyle, Mr. T. Thoma, Dr. H. Fuller, Dr. M. Guise, Mrs. M. Taylor, Mr. J. LoPresti, Dr. G. Chaimovitz.

Regrets: Dr. J. Gaudie, Dr. J. Kelton, Ms. S. Filice-Armenio, Mrs. M. Ellis.

Resource Staff: Dr. D. Higgins, Ms. F. Ros, Mr. B. Herechuk, Mr. D. Bakker, Mrs. K. Ciavarella.

Guests: Dr. C. Boylan, Ms. V. Raab, Ms. S. Sutradhar, Ms. D. Schubert, Mr. R. Cercone, Mr. C. Coventry.

NEXT MEETING November 28, 2013.

Subject	Discussion
<b>1. PROTOCOL</b>	
<b>1.1 CALL TO ORDER</b>	The meeting was called to order at 1530 hours by C. Santoni.
<b>1.2 OPENING PRAYER</b>	C. Milne opened the meeting with a prayer.
<b>1.3 GUESTS</b>	All guests in attendance were introduced.
<b>1.4 DECLARATION OF CONFLICT OF INTEREST</b>	There was no declaration of conflict of interest.
<b>2. AGENDA AND MINUTES</b>	
<b>2.1 APPROVAL OF AGENDA</b>	It was MOVED by B. Gould, SECONDED by S. Monzavi, VOTED AND CARRIED:
	<b>THAT THE HAMILTON BOARD COMMITTEE AGENDA BE APPROVED AS CIRCULATED</b>
<b>2.2 ADDITIONS TO THE AGENDA</b>	There were no additions to the agenda.
<b>2.2A PRESENTATION</b>	<ul style="list-style-type: none"> <li>• National and Local 786 CUPE representatives presented on the privatization of environmental services with respect to the West 5<sup>th</sup> Campus.</li> <li>• CUPE representatives were thanked for bringing their concerns and presentation forward to the HBC.</li> <li>• A comprehensive position paper was reviewed and presented by representation of CUPE (Presentation to SJHH HBC on the Privatization of Environmental Services). The presentation was distributed to board members and will be included in the record.</li> <li>• There was further discussion with respect to the planned outsourcing of housekeeping on the West 5<sup>th</sup> Site in light of the presentation. Following discussion, the Board endorsed prior management decision to negotiate with Aramark.</li> </ul>

Subject	Discussion
<p><b>2.3 APPROVAL OF THE MINUTES</b></p>	<p>It was MOVED by B. Gould, SECONDED by S. Monzavi, VOTED AND CARRIED</p>
<p><b>3. REPORTS</b></p>	<p><b>THAT THE (OPEN) MINUTES OF THE HAMILTON BOARD COMMITTEE OF SEPTEMBER 26, 2013 BE APPROVED</b></p>
<p><b>3.1 Chair's Report</b></p>	<p>C. Santoni reported the following:</p> <ul style="list-style-type: none"> <li>The TD Grants in Medical Excellence were held on September 27. These grants are sponsored by TD to assist staff who wish to expand and build on educational opportunities.</li> <li>The Minister of Health was at SJHH on September 27 to announced expanded funding for the Integrated Comprehensive Care Project to St. Mary's.</li> <li>Various members of the HBC attended OHA conferences over the past month. The OHA Governance Leadership Course was excellent. SJHH has already adopted many of the practices which were discussed at the session.</li> <li>The Professional Advisory Committee Health Professionals Excellence in Practice Awards were held on October 29<sup>th</sup>.</li> <li>St. Joseph's has been named a Top 100 Employer for the fourth consecutive year by Mediacorp Canada. Congratulations to the management and staff at St. Joe's for a job well done.</li> </ul>
<p><b>3.2 President's Report</b></p>	<ul style="list-style-type: none"> <li>The Employee Wellness Participation from April 2013-September 2013 was reviewed. Staff wellness programs are a key strategy with respect to managing absenteeism. Staff engagement initiatives were overviewed.</li> <li>The delivery of the MRI at the West 5<sup>th</sup> Campus took place on October 10<sup>th</sup>.</li> <li>It was reported that recent expansions were made to respiratory viral testing menus and frequency of testing. Advances have also been achieved in c-difficile testing and a reduction in testing times from 4 hours down to 1 hour have been realized.</li> <li>In response to a question, it was noted that CBI Health Group is the largest provider of national home health services and home based care services. Standardization of rates is currently being explored per the direction of the MOHLTC.</li> </ul>
<p><b>3.3 President of the Medical Staff Association</b></p>	<ul style="list-style-type: none"> <li>The Quarterly Medical Staff Meeting was held on October 22<sup>nd</sup>. There was an extremely high attendance of medical staff at the meeting and it was noted that the Medical Staff Association has worked diligently to ensure strong physician engagement. Speakers included Dr. S. Wooder, President OMA and Dr. D. Higgins. Flu shots and access to the AODA website (Access for Ontarians with Disability Acts) was also available. The Exemplary Service Award for excellence in service was presented to a most deserving employee.</li> <li>The Physician Support Team is in place and is a confidential support service for physicians.</li> </ul>
<p><b>3.4 St. Joseph's Healthcare Foundation and St. Joseph's Villa Foundation</b></p>	<p><u>St. Joseph's Healthcare Hamilton Foundation</u></p> <ul style="list-style-type: none"> <li>A very exciting announcement will be made shortly with respect to a family gift.</li> <li>The SJHH Foundation Gala will be held on Saturday November 9 at Liuna Station.</li> </ul> <p><u>St. Joseph's Villa Dundas Foundation</u></p> <ul style="list-style-type: none"> <li>Meetings with donors continue with respect to the Capital Campaign.</li> </ul>

**Subject**

**Discussion**

4. NEW BUSINESS

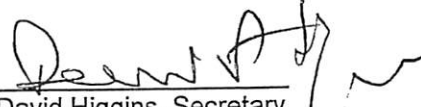
5. INFORMATION ITEMS

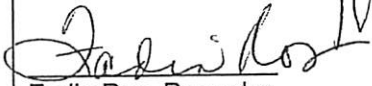
- HBC Summary

6. ADJOURNMENT

It was MOVED by T. Thoma, SECONDED by B. Gould, VOTED AND CARRIED  
**THAT THE OPEN SESSION OF THE HBC BE ADJOURNED**

Carl Santoni, Chair

  
David Higgins, Secretary

  
Fadia Ros, Recorder

**OPEN REPORT TO THE HAMILTON BOARD COMMITTEE – NOVEMBER 2013**

**1. Environmental Scan**

**1.1 SJHC: Future Care for Canadian Seniors**

The Conference Board of Canada has released a 10-page primer to provide an overview of the landscape of care and services outside of hospitals that support aging Canadians, along with a discussion of why it is important to look toward the future of care for Canadian seniors. Future Care for Canadian Seniors provides information on the numbers and life expectancy of the over-55 population between 2013 and 2030, as well as their health conditions and medical requirements, living arrangements, and out-of-institution support systems, including hospice or home-based palliative care.

<http://www.conferenceboard.ca/e-library/abstract.aspx?did=5753>

**1.2 SJHC: Employment Standards Amendment Act (Leaves to Help Families)**

In October, the Employment Standards Amendment Act (Leaves to Help Families) 2013, passed second reading after debate in the Ontario legislature. If passed, the bill would allow up to eight weeks of unpaid leave to employees to provide care and support to a family member with a serious medical condition. The Ontario Home Care Association (OHCA) has submitted a statement in respect of family caregiver, critically ill child care and crime-related child death or disappearance leaves of absence.

**1.3 SJHC: Quality and Value in Home Care (QVHC) Update**

Due to the delay in the provincial rollout of the Outcome-Based Reimbursement pricing and payment project, the HNHB CCAC has decided to shift the focus of the local initiative from planning and testing for Outcome-Based Reimbursement to the implementation of the 13 Outcome-Based Pathways with fee for service reimbursement. This will allow focused efforts on the new Clinical Pathways, Block Book Visit schedule, Variances List and electronic reporting process. SJHC is preparing the training packages for the field nurses and will work with the CCAC to ensure the staff are trained and verse in the clinical / outcome based pathways for the February go live date.

**2. Mission, Vision and Values Update**

**2.1 SJHC: Ontario Hospital Association (OHA) Conference**

Kim Ciavarella and Carolyn Gosse addressed the American College of Health Executives and the Canadian College of Health Leaders at OHA's HealthAchieve conference. The session was focused on SJHS's Integrated Comprehensive Care project and strategies around stakeholder engagement, communication of the change process, and the planning that lead to successful implementation of this large scale organizational change.

**2.2 SJHC: Hamilton Spectator's Readers' Choice Awards**

SJHC has been awarded the Diamond Award by the Hamilton Spectator Readers for "Favourite Home Health Care Provider".

**2.3 SJVD: Hamilton Spectator's Readers' Choice Awards**

The Villa was recipient of the Hamilton Spectator's Readers' Choice Awards receiving platinum in the category of Best Long Term Care Home/Nursing Home. The Villa has been recipient of this award for many years consecutively.



### 3. Operational Information

#### 3.1 SJVD: CUPE Dinner and Dance

For the last two years CUPE has carried on the tradition of the Villa's Spirit Committee and organized a Christmas dinner and dance for staff. The Spirit Committee continues to provide prizes and the organization provides two "days off with pay". The dinner is generally sold out with over 200 participants.

#### 3.7 SJVD: Walkabouts

The Villa had two walkabouts in November in our Community Outreach Program, as well as on two of the Villa's Resident Home Areas. Ray Rocci and David Tonin, Board members, participated in these quality huddles. These sessions are valuable to staff, residents, and board members providing education and information. The information is collected and the Director, Performance and Quality Improvement compiles, summarizes and highlights the actions that are required. The outcomes will be provided to all staff as well as communicated through the managers/directors.

#### 3.2 SJHC: 2013-2014 Community Investment Funding - Assisted Living for Frail At-Risk Seniors

To expand access to Assisted Living Services for high risk seniors, the HNHB LHIN has approved up to \$1 million to support two new additional Assisted Living Hubs and the geographic location of these hubs are to be identified by a working group comprised of the Assisted Living - Supportive Housing providers. SJHC will be participating in the working group and this group must complete their mandate by November 30<sup>th</sup>, 2013 so that the two new AL hubs can be operational in January 2014. SJHC will be advocating that one of these hubs will be located in the Hamilton downtown area.

#### 3.3 SJHC: Canadian Home Care Conference

SJHC is working on a proposal to manage the therapy services provided at St. Joseph's Lifecare Centre in Brantford to be in effect for April 1, 2014.

#### 3.4 SJHH: West 5<sup>th</sup> Redevelopment Update

##### Construction

- Construction is 98% complete. The date for the grand opening has been finalized – January 23, 2014
- All deficiencies expected to be completed by Substantial Completion, any outstanding major deficiencies will be identified prior to substantial completion, SJHH to work with Plenary to ensure all major item are completed in a timely manner
- The organizational structure for the Move Operation Centre is being developed; meetings will start in early December and run through till the end of March
- The Redevelopment User Group (made up of members of the Patient and Family Advisory Council) toured the building on October 17<sup>th</sup>. We also hosted Terry Whitehead and community representatives

##### Project Budget

- Project Budget remains on target and under budget

##### Operational Readiness

- A schedule and signup process for General Training for all West 5th staff has been developed

##### Human Resources

- Currently project is on target to meet most Human Capital delivery dates

**3.5 SJHH: Patient Wayfinding**

A Patient Wayfinding Survey took place in major clinics during August-September 2013. Survey results were presented to the Signage & Wayfinding Committee at the October meeting. Recommendations are being triaged appropriately.

**3.6 SJHH: MRI and CT standardization Initiative**

The kick-off for the city-wide MRI and CT standardization initiative was held on September 25th led by the Hamilton Diagnostic Quality Network (SJHH/HHS joint leadership). The work group will come together to share expertise to improve quality in Diagnostic Imaging by standardizing MRI and CT adult/pediatric imaging protocols and requisitions. The workgroup will also promote and advocate best practices related to radiation safety. The long term objective includes sharing our best practices with provincial colleagues and other hospitals throughout the HNHB LHIN.

**3.6 SJHH: Microbiology**

Microbiology testing was transferred this month from Joseph Brant Hospital to the HRLMP. This consolidation represents the first component of a larger regional integration under the LHIN Laboratory Network and is generating savings across the system along with service improvements for all patients.

**3.7 SJHH: Laboratory Reference Centre**

As a result of improved marketing of our services, our revenue is continuing to grow from other Hospital and Private Laboratories across Ontario. New virology testing is generating additional revenues from external hospitals as they recognize the patient flow advantages to faster respiratory screening. New tests are being validated with additional revenue potential.

**3.7 SJHH: 2012-13 Annual Research Revenue**

The numbers of investigators in each program who were successful in grant competitions or engaged in industry sponsored research are as follows:

Clinical Effectiveness and Health Services	11
Clinical Research	25
Hamilton Regional Lab Medicine Program (Tumor Bank)	1
Infection	4
Imaging Research Centre	4
Kidney and Urinary	12
Mental Health	12
Respiratory and Thoracic	15
Surgery	10

**Hamilton Board Committee (HBC) – Summary of September 26, 2013 Closed Meeting Session**

**Motions Summary**

<b>Recommending HBC Committee</b>	<b>Motion Summary</b>
Governance, Mission and Values Committee	It was voted that the: <ul style="list-style-type: none"> <li>▪ Minutes of the Governance, Mission and Values Committee of September 3, 2013 be accepted for information (Hamilton Board Committee).</li> <li>▪ 2013-14 Committee Terms of Reference to the Hamilton Board Committee be approved as amended – Governance, Mission and Values Committee, Nominating Committee, Resource and Audit Committee, Investment Monitoring Committee, Human Resources Committee and Quality Committee (Hamilton Board Committee).</li> </ul>
Quality Committee	It was voted that the: <ul style="list-style-type: none"> <li>▪ Minutes of the Quality Committee of September 10, 2013 be accepted for information (Hamilton Board Committee).</li> </ul>
Resource and Audit Committee	It was voted that the: <ul style="list-style-type: none"> <li>▪ Minutes of the Resource and Audit Committee of September 18, 2013 be accepted for information (Hamilton Board Committee).</li> <li>▪ Minutes of the Investment Monitoring Committee (a subcommittee of the Resource and Audit Committee) of May 8, 2013 be approved (Hamilton Board Committee).</li> <li>▪ Terms of Reference and Work Plan for the 2013-14 meeting year for the Resource and Audit Committee be approved as amended (Hamilton Board Committee).</li> </ul>
The Medical Advisory Committee	It was voted that the: <ul style="list-style-type: none"> <li>▪ Minutes of the Medical Advisory Committee of September 5, 2013 be approved (Hamilton Board Committee – St. Joseph’s Healthcare Hamilton Voting Members).</li> <li>▪ Recommendations on Research of the September 5, 2013 Medical Advisory Committee be approved (Hamilton Board Committee – St. Joseph’s Healthcare Hamilton Voting Members).</li> <li>▪ Recommendations on Credentials of the September 5, 2013 Medical Advisory Committee be approved (Hamilton Board Committee – St. Joseph’s Healthcare Hamilton Voting Members).</li> </ul>

**Presentations and Reports to the HBC – Summary**

The Board received an update from Dr. Fuller with regard to MD on-call responsibilities. It was discussed on how all services have been reviewed, revealing that coverage is adequate with back-up plans in place. The HBC was apprised of the expectations to provide care as outlined in the credentialing and re-credentialing process. The HBC is looking forward to receiving a more detailed presentation at a future meeting with regard to on-call coverage.

The Board heard an update on the Strategic Plan from Dr. Higgins. The HBC had an in depth discussion on the plan and is looking forward to the development of metrics needed for monitoring and governance of the strategic plan. With general endorsement of the plan received, implementation of the strategies will begin.