



## **St. Joseph's Hamilton Joint Boards of Governors**

*September 2015*

*Open Agenda Package – Web Version*

**St. Joseph's Hamilton Joint Boards  
of Governors – Open Agenda  
Thursday, September 24, 2015  
3:30 – 6:00 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. Peter Tice (Chair), Mr. Carl Santoni, Mr. Sonny Monzavi, Dr. Mary Guise, Mr. Jim LoPresti, Ms. Carolyn Milne, Mr. Ray Rocci, Ms. Moira Taylor, Mr. Tony Thoma, Mr. David Tonin, Mr. Adriaan Korstanje, Ms. Lynn McNeil, Mr. Rod Dobson.
- Ex-Officio Members** Dr. Cyndie Horner, Ms. Winnie Doyle, Dr. Ian Preyra, Dr. David Higgins, Dr. John Kelton, Dr. Kevin Smith.
- Senior Management Team** Mr. Derrick Bernardo, Mrs. Jane Loncke, Dr. Jack Gaudie.
- Resource** Ms. Jessica Fry, Ms. Fadia Ros, Ms. Sera Filice-Armenio, Ms. Maureen Ellis.
- Guest(s)** Dr. K. Gulenchyn.

VALUES: D = dignity, R1 = respect, S = service, J = justice, R2 = responsibility, E = enquiry

Time	Item	Topic	Motion	Values	Lead	Page
3:30pm	1.0	<b>Call to Order</b>				
	1.1 1.1.1	<i>Opening Prayer and Reflection on RESPONSIBILITY</i>		R2	C. Milne All	
	1.2	<i>Approval of Agenda</i>	<u>All JBG Voting Members:</u> <b>THAT THE OPEN AGENDA OF THE SEPTEMBER 24, 2015 ST. JOSEPH'S HAMILTON JOINT BOARDS OF GOVERNORS COMMITTEE BE APPROVED</b>	R2	P. Tice	
	1.3	<i>Declaration of Conflict of Interest</i>		R2	P. Tice	
	1.4	<i>Introduction of Guests</i>		R1	P. Tice	
3:55pm	2.0	<b>Consent Agenda</b>				
	2.1	<i>Approval of St. Joseph's Hamilton Joint Boards of Governors Open Minutes</i>	<u>All JBG Voting Members:</u> <b>THAT THE OPEN MINUTES OF THE JUNE 25, 2015 ST. JOSEPH'S HAMILTON JOINT BOARDS OF GOVERNORS</b>	R2	P. Tice	1-6



Time	Item	Topic	Motion	Values	Lead	Page
			<p><b>WHV INVESTORS AND THE TRANSFER OF THESE PORTFOLIOS TO CANSO, QV AND WALTER SCOTT INVESTORS BE APPROVED.</b></p> <p><u>SJHH Voting Members</u>  <i>(the following motion is being presented to the JBG – SJHH Voting Members for ratification)</i></p> <p><b>THAT BROADENING LETKO BROUSSEAU’S MANDATE TO INCLUDE A MAXIMUM 10% EMERGING MARKET ALLOCATION AND QV’S MANDATE TO INCLUDE A MAXIMUM 25% CANADIAN SMALL CAP EQUITY ALLOCATION BE APPROVED</b></p>			
	2.3	<i>Resource &amp; Audit Committee Minutes and Motions</i>	<p><u>All JBG Voting Members</u></p> <p><b>THAT THE MINUTES OF THE RESOURCE AND AUDIT COMMITTEE OF SEPTEMBER 16, 2015 BE ACCEPTED FOR INFORMATION</b></p> <p><u>SJHH Voting Members</u></p> <p><b>THAT APPROVAL TO PROCEED TO ISSUE AN RFP FOR A HOSPITAL INFORMATION SYSTEM (HIS) REPLACEMENT FOR SJHH THAT 1) WOULD BE CAPABLE OF SUPPORTING THE VISION OF A SINGLE REGIONAL PLATFORM AND 2) WILL ALLOW HAMILTON HEALTH SCIENCES (HHS), HNHB LHIN HOSPITALS AND ST. JOSEPH’S HEALTH SYSTEM (SJHS) MEMBERS* TO CONVERT OR PURCHASE LICENSES AND MOVE ON TO THE SAME INSTALL IN FUTURE IF THEY CHOOSE BE APPROVED</b></p> <p><i>(for clarity, the RFP will be drafted to provide that SJHH will not be required to enter into a contract unless and until it</i></p>	R2	A.Korstanje	20-74

Time	Item	Topic	Motion	Values	Lead	Page
			<p>receives the requisite approval from the JBG – SJHH Voting Members)</p> <p>*SJHH is the only committed Hospital in the RFP. HHS, HNHB LHIN Hospitals, and SJHS members are included on a non committed basis. Issuing the RFP will be contingent on receiving approval for an exemption from the pause on procurement activities from the eHealth Investment and Sustainment Board</p> <p><u>SJHH Voting Members</u></p> <p><b>THAT THE CONTINUED PLANNING DISCUSSIONS WITH THE CITY OF HAMILTON REGARDING THE HERITAGE COMPONENT OF A POTENTIAL LAND DEVELOPMENT OF THE CHARLTON BLOCK AREA, INCLUDING 39, 43 AND 49 CHARLTON AVENUE PROPERTIES BE APPROVED</b></p>			
<b>4:10pm</b>	<b>3.0</b>	<b>Quality &amp; Patient Safety</b>				
	3.1	<i>Quality Committee Minutes, Motions and Report</i>	<p>All JBG Voting Members</p> <p><b>THAT THE MINUTES OF THE QUALITY COMMITTEE OF SEPTEMBER 8, 2015 BE ACCEPTED FOR INFORMATION</b></p>	S	R. Rocci	75-78
	3.2	<i>Medical Advisory Committee Presentation</i>	<p><i>Dr. K. Gulenchyn</i></p> <p><i>Conjoint Chief, Nuclear Medicine</i></p>	E		
	<b>4.0</b>	<b>Highlight Report</b>				
	4.1	<i>There is no highlight report this month</i>				
<b>4:20pm</b>	<b>5.0</b>	<b>Reports</b>				
	5.1	<i>Report of Chair</i>		R2	P. Tice	
	5.2	<i>Report of the President and CEO, St. Joseph's Health System</i>		R2	K. Smith	

Time	Item	Topic	Motion	Values	Lead	Page
	5.3	<i>Report of Presidents</i>		R2 / S	D. Higgins D. Bernardo J. Loncke	79-81
	5.4	<i>Report of President SJHH Foundation SJVD Foundation</i>		R2	S. Filice- Armenio M. Ellis	
	5.5	<i>Report of Chief Nursing Officer</i>		R2 / S	W. Doyle	
	5.6	<i>Report of the Vice President Research</i>		R2	J. Gauldie	
	5.7	<i>Report of President, Medical Staff Association</i>		R2	C. Horner	
<b>4:40pm</b>	<b>6.0</b>	<b>Information / Education Items</b>				
	6.1 6.2 6.3	JBG Closed Summary JBG Walkabouts - Education Schedule Summer 2015 Edition – SJHH Innovator Research Publication – please view at <a href="http://www.rsjh.ca/news/">http://www.rsjh.ca/news/</a>		R2 / E	P. Tice	82-83 84-86
<b>4:45pm</b>	<b>7.0</b>	<b>Adjournment</b>				
	7.1	<i>Motion to adjourn</i>	<u>All JBG Voting Members:</u> <b>THAT THE OPEN SESSION OF THE ST. JOSEPH'S HAMILTON JOINT BOARDS OF GOVERNORS BE ADJOURNED</b>		P. Tice	
<b>4:45pm</b>	<b>8.0</b>	<b>Break followed by Closed Session</b>				

**St. Joseph's Healthcare Hamilton**  
50 Charlton Avenue East  
Hamilton, ON, L8N 4A6  
905-522-1155

**St. Joseph's Villa Dundas**  
56 Governor's Road  
Dundas, ON, L9H 5G7  
905-627-3541

**St. Joseph's Home Care**  
1550 Upper James St, Suite 201  
Hamilton, ON, L9B 2L6  
905-522-6887

**Mission:** Living the Legacy – Compassionate Care.  
Faith. Discovery.

**Vision:** On behalf of those we are privileged to serve, we will: deliver an integrated high quality care experience, pursue and share knowledge, respect our rich diversity, always remaining faithful to our Roman Catholic values and traditions.

**Values:** We commit ourselves to demonstrate in all that we undertake, the vision and values that inspired our Founders, the Sisters of St. Joseph. These are: **Dignity, Respect, Service, Justice, Responsibility and Enquiry.**



# JBG Values

## Responsibility – stewardship



### Definition

Being a supportive and positive example for other team members. Being committed to meeting a high work standard. Continual learning and responsible use of time, human, financial and other resources directed to the common good.

### Behaviours

- Is a leader
- Demonstrate resource consciousness
- Demonstrates a commitment to continual learning
- Fosters teamwork by supporting team decisions and building trust

Committee: St. Joseph's Hamilton Joint Boards of Governors – OPEN SESSION Date: June 25 2015  
Called to order at: 1535 hours Adjourned: 1715 hours

**St. Joseph's Healthcare Hamilton Voting Members:**

Mr. C. Santoni, Mr. P. Tice, Mr. S. Monzavi, Mr. A. Korstanje, Mr. J. LoPresti, Ms. L. McNeil.

**St. Joseph's Villa Dundas Voting Members:**

Mr. C. Santoni, Mr. P. Tice, Mr. S. Monzavi, Mr. R. Rocci, Mrs. M. Taylor, Mr. T. Thoma.

**St. Joseph's Homecare Hamilton Voting Members:**

Mr. C. Santoni, Mr. P. Tice, Mr. S. Monzavi, Dr. M. Guise, Mrs. M. Taylor, Mrs. C. Milne, Mr. D. Tonin.

Location: Dofasco Boardroom – 2<sup>nd</sup> Floor Juravinski Innovation Tower  
Present: Mr. C. Santoni - Chair, Mr. T. Thoma, Dr. M. Guise, Mr. R. Rocci, Mr. S. Monzavi, Ms. W. Doyle, Mr. P. Tice, Mr. A. Korstanje, Dr. I. Preyra, Mr. D. Tonin, Mrs. M. Taylor.  
Regrets: Mr. J. LoPresti, Ms. L. McNeil, Mrs. C. Milne, Dr. C. Horner.  
Resource Staff: Dr. D. Higgins, Ms. F. Ros, Mr. D. Bernardo, Mrs. J. Loncke, Ms. J. Fry, Dr. J. Gauldie, Dr. K. Smith, Dr. T. Packer.  
Guests: Dr. V. Chaudhary, Mr. D. DiPasquale, Ms. L. Clayborne, Mr. D. Allan, Ms. A. Slade, Mr. R. Cercone, Mr. C. Coventry, Sr. A. Anderson, Mr. J. Woods.  
NEXT MEETING September 24, 2015

Subject	Discussion
<b>1. PROTOCOL</b>	
<b>1.0 CALL TO ORDER</b>	The meeting was called to order at 1535 hours by C. Santoni.
<b>1.1 OPENING PRAYER</b>	R. Rocci opened the meeting with a prayer. There was reflection with respect to the value of JUSTICE.
<b>1.2 APPROVAL OF AGENDA</b>	<p style="text-align: center;"><u>All JBG Voting Members</u></p> <p><i>ON MOTION DULY MADE AND SECONDED THE FOLLOWING RESOLUTION WAS PASSED:</i></p> <p><b>THAT THE ST. JOSEPH'S HAMILTON JOINT BOARDS OF GOVERNORS AGENDA BE APPROVED AS CIRCULATED</b></p>
<b>1.3 DECLARATION OF CONFLICT OF INTEREST</b>	There was no declaration of conflict of interest.
<b>1.4 INTRODUCTION OF GUESTS</b>	All invited guests were introduced.
<b>1.5 PRESENTATION – CUPE 786</b>	<ul style="list-style-type: none"> <li>A brief and presentation from CUPE 786 with respect to the business case/proposal regarding the privatization of transportation services was received. The JBG was asked to review and consider the union's proposal for in house transportation.</li> </ul>

Subject	Discussion
<p><b>2. CONSENT AGENDA</b></p> <p><b>2.1 APPROVAL OF ST. JOSEPH'S HAMILTON JOINT BOARDS OF GOVERNORS OPEN MINUTES</b></p> <p><b>2.2 GOVERNANCE, MISSION AND VALUES COMMITTEE MINUTES AND MOTIONS</b></p> <p><b>2.3 RESOURCE AND AUDIT COMMITTEE MINUTES AND MOTIONS</b></p>	<p style="text-align: center;"><u>All JBG Voting Members</u></p> <p><i>ON MOTION DULY MADE AND SECONDED THE FOLLOWING RESOLUTION WAS PASSED:</i></p> <p><b>THAT THE OPEN MINUTES OF THE MAY 28, 2015 ST. JOSEPH'S HAMILTON JOINT BOARDS OF GOVERNORS BE APPROVED</b></p> <p>See highlight report item 4.1.</p> <ul style="list-style-type: none"> <li>• The motion with respect to SJHC audited statements has been approved at the SJHC Annual Meeting and therefore this motion will be rescinded.</li> <li>• The motion with respect to the non-union/management salary structure will be moved to the Closed Session for discussion.</li> </ul> <p style="text-align: center;"><u>All JBG Voting Members</u></p> <p><i>ON MOTION DULY MADE AND SECONDED THE FOLLOWING RESOLUTION WAS PASSED:</i></p> <p><b>THAT THE MINUTES OF THE RESOURCE AND AUDIT COMMITTEE OF JUNE 17, 2015 BE ACCEPTED FOR INFORMATION</b></p> <p style="text-align: center;"><u>SJHH Voting Members</u></p> <p><i>ON MOTION DULY MADE AND SECONDED THE FOLLOWING RESOLUTION WAS PASSED:</i></p> <p><b>THAT THE ATTESTATION FOR ST. JOSEPH'S HEALTHCARE HAMILTON FOR THE PERIOD APRIL 1, 2014 – MARCH 31, 2015 PREPARED IN ACCORDANCE WITH SECTION 15 OF THE BROADER PUBLIC SECTOR ACCOUNTABILITY ACT (BPSAA) BE APPROVED</b></p> <p style="text-align: center;"><u>SJHH Voting Members</u></p> <p><i>ON MOTION DULY MADE AND SECONDED THE FOLLOWING RESOLUTION WAS PASSED:</i></p> <p><b>THAT THE APPROVAL AND PAYMENT OF 96.7% FOR THOSE GOALS ELIGIBLE AND ACHIEVED UNDER THE QUALITY IMPROVEMENT PLAN, BASED ON FOURTH QUARTER RESULTS AS CONFIRMED BY THE QUALITY COMMITTEE OF THE BOARD BE APPROVED</b></p> <p style="text-align: center;"><u>SJHH Voting Members</u></p> <p><i>ON MOTION DULY MADE AND SECONDED THE FOLLOWING RESOLUTION WAS PASSED:</i></p> <p><b>THAT THE EXECUTIVE PERFORMANCE PAY GUIDELINES ALIGNED WITH THE QUALITY IMPROVEMENT PLAN (QIP) BY THE QUALITY COMMITTEE BE APPROVED</b></p>

**3. QUALITY AND  
PATIENT SAFETY**

**3.1 QUALITY COMMITTEE  
MINUTES, MOTIONS  
AND REPORT**

- A patient story was relayed with respect to improved communication for patients who are transitioning into the community. A patient communication sheet has been developed for clients and is kept in their home to allow care providers to be kept up to date on various aspects of the patient's care. This story is aligned with integration, transition and assisting clients who need the assistance of JBG organizations.
- With respect to monitoring board goals, it was noted that linkages need to occur for all the JBG organizations. An update will be brought forward to the September board meeting. From the SJHS perspective, it was noted that the board goals would encompass two fundamental questions related to staff and patient satisfaction.

All JBG Voting Members

*ON MOTION DULY MADE AND SECONDED THE FOLLOWING RESOLUTION WAS PASSED:*

**THAT THE MINUTES OF THE QUALITY COMMITTEE OF JUNE 9, 2015 BE ACCEPTED FOR INFORMATION**

SJHH AND SJHC Voting Members

*ON MOTION DULY MADE AND SECONDED THE FOLLOWING RESOLUTION WAS PASSED:*

**THAT THE 2014-15 QUALITY IMPROVEMENT PERFORMANCE REPORT FOR ST. JOSEPH'S HEALTHCARE HAMILTON AND ST. JOSEPH'S HOME CARE PROCEED TO THE RESOURCE AND AUDIT COMMITTEE FOR REVIEW OF EXECUTIVE COMPENSATION**

**3.2 MEDICAL ADVISORY  
COMMITTEE GUEST  
PRESENTATION**

- Dr. V. Chaudary was the guest from the Medical Advisory Committee. A presentation on the Hamilton Regional Eye Institute Research Unit was made. The presentation focused on striving for excellence in evidence based/outcome driven patient care. The mission of the Eye Institute is to transform delivery of eye care, provide exemplary training and become the provincial and national leader in innovative clinical research and integration of health policy.
- Extensive discussion ensued with respect to percentages of success and what initiatives were being undertaken to improve the process of care and communication for patients who attend the Clinic. The Board expressed appreciation for the drive to evidence based care and a patient centric approach.

**4. HIGHLIGHT REPORT****4.1 HIGHLIGHT REPORT**Governance, Mission and Values Committee

- The Search Committee for the combined Chief of Staff at SJHH and NHS is underway. The Search Committee has held an initial meeting with a candidate interview scheduled for July. It was noted that a recommendation will go to both boards for approval in July.
- The results of the May 2015 JBG Board Evaluation were reviewed. Input from the JBG with respect to next steps to address feedback gathered from the evaluation was requested.
- The JBG Nominating Report was brought forward at last month's meeting. The report has now gone forward to the SJHS board for approval.
- Plans are underway for a board orientation session to take place in early July for new board and community members. Mentors have been assigned to these new members to assist with the transition.
- The Governance Committee has requested quarterly research presentations moving forward. The presentations would be synchronized with research presentations made to the RSJ Board and would be pre-recorded in advance. Management is coordinating with research administration on a schedule for these presentations.

All JBG Voting Members

*ON MOTION DULY MADE AND SECONDED THE FOLLOWING RESOLUTION WAS PASSED:*

**THAT THE MINUTES OF THE GOVERNANCE, MISSION AND VALUES COMMITTEE OF MAY 5, 2015 BE ACCEPTED FOR INFORMATION**

SJHH Voting Members

*ON MOTION DULY MADE AND SECONDED THE FOLLOWING RESOLUTION WAS PASSED:*

**THAT THE FOLLOWING POLICY BE APPROVED:  
JBG #19 – CHAIR OF MAC/CHIEF OF STAFF EVALUATION**

All JBG Voting Members

*ON MOTION DULY MADE AND SECONDED THE FOLLOWING RESOLUTION WAS PASSED:*

**THAT THE FOLLOWING POLICY BE APPROVED:  
JBG #20 – EMERGENCY SUCCESSION PLAN FOR JBG SITE PRESIDENTS  
JBG #21 – SITE PRESIDENTS EVALUATION POLICY AND PROCESS**

Subject	Discussion
<b>5. REPORTS</b>	
<b>5.1 REPORT OF CHAIR</b>	<ul style="list-style-type: none"> <li>• The Research SJHH AGM has been postponed until the Fall. The audited statements were not available due to a timing issue with KPMG. T</li> <li>• S. Filice-Armenio was congratulated on receiving the “Health and Well Being Award” at the 2015 Festitalia Italian Heritage Awards of Distinction Dinner on June 4<sup>th</sup> at Michelangelo’s Banquet Centre.</li> </ul>
<b>5.2 REPORT OF PRESIDENT AND CEO, ST. JOSEPH’S HEALTH SYSTEM</b>	<ul style="list-style-type: none"> <li>• The Annual Meeting of the SJHS was held on June 25<sup>th</sup>.</li> <li>• C. Santoni was thanked for his tremendous service and dedication as Chair of the Joint Boards of Governors.</li> <li>• It was noted that over fifty organizations submitted an Expression of Interest to the call from the Province with respect to the Integrated Comprehensive Care (ICC) Initiative. Six projects have been approved and four are pending approval. The six projects will be launched in the Fall. It was noted that SJHS will be an alpha development site and the Province has expressed interest in experimenting and expanding collaboration on a larger scale.</li> <li>• Initial discussions are underway with SJHS, HHS and the Hamilton Family Health Teams to explore mutual opportunities with respect to primary health care and collaboration on initiative such as comprehensive care planning and access.</li> </ul>
<b>5.3 REPORT OF PRESIDENTS</b>	<ul style="list-style-type: none"> <li>• An update on the listeriosis issue was provided. A comprehensive review of the situation was undertaken by SJHH. Key learnings were identified and it was noted that Public Health, SJHH and HHS will work collaboratively to review learnings and create a collaborative framework to address situations as they arise. It was noted that SJHS member organizations will also be included in the discussions and outcomes.</li> </ul>
<b>5.4 REPORT OF PRESIDENTS</b>	
<b>SJHH FOUNDATION</b>	<ul style="list-style-type: none"> <li>• It was noted that the SJHF Board has issued a challenge to the JBG Board with respect to the 2016 Around the Bay Road Race.</li> </ul>
<b>SJVD FOUNDATION</b>	<ul style="list-style-type: none"> <li>• Enhancing Care is the theme of the newly launched major gifts program.</li> <li>• The SJVF held it’s Annual Meeting on June 22<sup>nd</sup>. A copy of the Annual Report was provided for information.</li> <li>• A new Director of Development and Communications has been hired and will begin in August.</li> <li>• The Annual Neil McArthur Memorial Golf Tournament will be held at the Dundas Valley Golf Club on Tuesday October 6<sup>th</sup>.</li> <li>• SJVD will again be one of the participating charities in the Road2Hope run. It will be held between October 31<sup>st</sup> and November 1<sup>st</sup>. 100% of all sponsorship funds raised by SJV participants will go to the Foundation for the Enhancing Care Program.</li> </ul>
<b>5.5 REPORT OF CHIEF NURSING OFFICER</b>	<ul style="list-style-type: none"> <li>• There was discussion with respect to the article entitled “Hamilton Hospitals Using Retirement Homes to Free Up Blocked Beds” which ran in The Spectator today. It was noted that the philosophy is to ensure safe and appropriate options for the patients and their families. Individuals are assessed to ensure an appropriate match is made.</li> </ul>

Subject	Discussion
<p><b>5.6 REPORT OF THE VP RESEARCH</b></p>	<ul style="list-style-type: none"> <li>• It was noted that over 170 clinical trials are ongoing at SJHH at this time.</li> <li>• A Research Award Day is being planned for the Fall and details will be forwarded to JBG members.</li> <li>• It was reported that SJHH is the major contributor of prostate cancer tissue to the Ontario Tumour Bank. Over 300 cases have been provided to the OTB. This is very valuable in assisting in the diagnosis and treatment outcome for patients with prostate cancer.</li> </ul>
<p><b>5.7 REPORT OF PRESIDENT, MEDICAL STAFF ASSOCIATION</b></p>	<ul style="list-style-type: none"> <li>• There was no report this month.</li> </ul>
<p><b>5.8 REPORT FROM CHAIR, ST. JOSEPH'S HEALTH SYSTEM</b></p>	<ul style="list-style-type: none"> <li>• Sr. A. Anderson attended the SJHH Enterprise Risk Management Retreat which was held on June 12. Sr. Anne noted that it was an informative and well attended session. Sr. Anne thanked all board members for their commitment and service.</li> </ul>
<p><b>6. INFORMATION EDUCATION ITEMS</b></p>	<ul style="list-style-type: none"> <li>• JBG Closed Summary</li> <li>• JBG Walkabout/Education Schedule</li> <li>• Article and Summary – The No. 1 Boardroom Issue fro 2015</li> </ul>
<p><b>7. OTHER BUSINESS</b></p>	<ul style="list-style-type: none"> <li>• C. Santoni was thanked for his commitment and service during his term as Chair, JBG.</li> </ul>
<p><b>8. ADJOURNMENT</b></p>	<p>There was no further business.</p> <p><b>THAT THE OPEN SESSION OF THE ST. JOSEPH'S HAMILTON JOINT BOARDS OF GOVERNORS BE ADJOURNED</b></p> <p>_____ Carl Santoni, Chair</p> <p>_____ David Higgins, Secretary</p> <p>_____ Fadia Ros, Recorder</p>

**St. Joseph's Hamilton Joint Boards of Governors (JBG)**

**Summary of May 28<sup>th</sup>, 2015 Closed Meeting Session**

**Motions Summary**

Recommending Committee	Motion
The Medical Advisory Committee	<p>It was voted that the:</p> <ul style="list-style-type: none"> <li>▪ Minutes of the Medical Advisory Committee of May 7<sup>th</sup>, 2015 be approved (St. Joseph Hamilton Joint Boards of Governors – St. Joseph's Healthcare Hamilton Voting Members).</li> <li>▪ Recommendations on Credentials of the May 7<sup>th</sup>, 2015 Medical Advisory Committee be approved (St. Joseph Hamilton Joint Boards of Governors – St. Joseph's Healthcare Hamilton Voting Members).</li> <li>▪ Recommendations of the Research Committee of the May 7<sup>th</sup>, 2015 Medical Advisory Committee be approved (St. Joseph Hamilton Joint Boards of Governors – St. Joseph's Healthcare Hamilton Voting Members).</li> </ul>

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

The JBG received a report from Ms. Susan Hollis on St. Joseph's Healthcare Hamilton's planning related to the Health System Funding Reform (HSFR) and Budgeting Process. The presentation focused on how the SJHH Board can support the organization on its journey to improve data quality ensuring that data used by the Ministry for funding allocation decisions reflects the care needs of our patients and community. Background was provided on how Quality Based Procedures (QBPs) and Health Based Allocation Model (HBAM) fit into the HSFR landscape. The importance of data and documentation quality was provided and next steps on our Journey to Fiscal Sustainability were outlined.



**St. Joseph's Hamilton Joint Boards of Governors (JBG)**

**Summary of June 25<sup>th</sup>, 2015 Closed Meeting Session**

**Motions Summary**

Recommending Committee	Motion
The Medical Advisory Committee	<p>It was voted that the:</p> <ul style="list-style-type: none"> <li>▪ Minutes of the Medical Advisory Committee of June 4<sup>th</sup>, 2015 be approved (St. Joseph Hamilton Joint Boards of Governors – St. Joseph's Healthcare Hamilton Voting Members).</li> <li>▪ Recommendations on Credentials of the June 4<sup>th</sup>, 2015 Medical Advisory Committee be approved (St. Joseph Hamilton Joint Boards of Governors – St. Joseph's Healthcare Hamilton Voting Members).</li> <li>▪ Recommendations of the Research Committee of the June 4<sup>th</sup>, 2015 Medical Advisory Committee be approved (St. Joseph Hamilton Joint Boards of Governors – St. Joseph's Healthcare Hamilton Voting Members).</li> </ul>

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

There was no Generative Discussion at the June JBG meeting.



**GOVERNANCE, MISSION AND VALUES (GMV) COMMITTEE of the  
St. Joseph's Hamilton Joint Boards of Governors (JBG)**

**GOVERNANCE, MISSION AND VALUES (GMV) COMMITTEE OF THE  
St. Joseph's Hamilton Joint Boards of Governors (JBG)**

- Summary of the Sept 9<sup>th</sup>, 2015 Meeting -

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**The Committee discussed the following standing agenda items:**

- Preview of Next Board Agenda
- Selection of Generative Topic for Next Board Meeting
- Review of Previous Board Meeting Evaluation
- Review of Previous GMV Meeting Evaluation
- Review of Board Closed Session Summary
- Tracking Tool: 2015/16 Governance Work Plan
- Education Item

**The Committee discussed the following business arising:**

**Chief of Staff Recruitment Update**

- The Chief of Staff Search Committee has made a recommendation to the JBG to appoint a Chief of Staff for SJHH. The Board will meet by teleconference to review and approve this motion, after which a formal announcement will be made.

**Board Exit Interviews**

- In follow-up to the June 2015 GMV meeting, a revised board exit interview questionnaire was brought forward for review which. It was suggested that this process be formalized in a Board governance policy.

**The Committee discussed the following new business:**

**Review/Renew JBG Policies**

- The following policies were brought forward for review and approval:
  - o JBG#1 – JBG Code of Conduct
  - o JBG#2 – Board Evaluation
  - o JBD#3 – Conflict of Interest

**Clinical Transformation Project Update & Cte Name**

- The committee is recommending to the JBG to officially change the name of the JBG Information & Communications Technology Committee to the 'Clinical Transformation Committee'.

**Nominating Committee Update**

- We have a few committee member vacancies, which we would like to recruit for.
- A Nominating Committee meeting will take place following the October 6th GMV meeting.

## St. Joseph's Hamilton Joint Boards of Governors (JBG) Board Exit Interview Questionnaire

Background: In follow up to the June 2015 Governance, Mission and Values Committee meeting feedback and discussions, please find attached a revised Board Exit Interview Questionnaire.

Format: The interview would be conducted in person by a member of the Management Staff

### Exit Interview Questions:

- What did we do well in your experience as a Board member of Community member of the JBG?
- What didn't we do well in your experience as a Board member of Community member of the JBG?
- Would you recommend membership on the JBG or a committee of the JBG to others?
- Is there any other feedback that you would like to provide related to your experience as a Board member or Community member of the JBG?

## **Additional Themes/Questions to Consider During Exit Interview:**

### **Coming on to the Board**

- What attracted you to become a member of the JBG or community member of the JBG?
- How were you asked to join the Board? Do you think this was an appropriate way of approaching potential Board members? Is there another approach we should consider?
- Which skills or attributes do you feel that the Board was looking for in you when you were asked to join the Board? Was this made clear to you when you asked to join?
- When you were recruited, were the obligations of being a Board member clear to you? (meetings, committee assignments, other events). In what way, if any, have they changed or should they change?
- Did you attend an orientation when you began with the Board? What, if anything, do you wish had been included? What else might be useful to members coming on to the Board?

### **Board use of Skills and Board Functioning**

- Did your committee assignments and other roles use your skills and knowledge appropriately?
- Does the Board use members' skills as fully as it should? Do you have any suggestions for alternative ways to better use the Board members?
- Does the Board, through its committees and overall Board meetings, efficiently and effectively use members' time? In your opinion, in which ways does the Board use time well: committee work, committee meetings, full Board meetings, pre- and post-meeting communications, other? In what ways may they be improved?
- Is the Board culture welcoming to all voices during Board meetings? Why or why not?
- Does the Board function effectively with Management?
- How do you feel the Board work addressed the fiduciary, strategic and generative aspects of its work? Which of these, if any, did the Board spend too little or too much time on?

### **Overall Picture of Operations**

- During your time on the Board, did you understand how the Boards' work fit into the work of the organizational leadership and other members of the community to meet the needs of the organizations' long term plan? What were strengths here? What were weaknesses?
- Do you feel that the organization's current plan or vision is appropriate? If so, why? If not, why not?

### **Overall assessment questions**

- What were moments of the Board's strength during the time that you served? What were moments that you felt the Board could have done better or you wished that more could have been done?
- What upcoming projects or challenges do you see for the organizations most clearly? What are projects or other areas that are receiving too much Board attention?
- Would you recommend involvement with the JBG as a member of the Board or community member to others?
- Is there anything else that we should know about your time on the Board or anything else related to your valuable service?

<b>Policy Name: JBG Code of Conduct</b>	
<b>Policy Number</b> (JBG or voting organization – number - approval year): JBG - #1 – 2015	<b>Cross Reference:</b> SJHH, SJVD, SJHC Administrative By-laws
<b>Replaces:</b>	<b>Pages:</b> 1 of 3
<b>Approved by:</b> St. Joseph's Hamilton Joint Boards of Governors (JBG)	<b>Recommended by:</b> Governance Mission & Values Committee of the JBG
<b>Approved on:</b> September 24, 2015	<b>Recommended on:</b> September 9, 2015

## 1.0 Purpose

- 1.1 The St. Joseph's Hamilton Joint Boards of Governors (JBG) is committed to ensuring that it maintains the highest standards of public trust and integrity, in all aspects of its affairs.

## 2.0 Policy Statement

- 2.1 The JBG is committed to ensuring that in all aspects of its affairs it maintains the highest standards of public trust and integrity.

## 3.0 Application

- 3.1 This Code of Conduct applies to all trustees and directors (SJHC), including *ex-officio* trustees and non JBG members of JBG committees. For purposes of this policy all of the above will be referred to as "trustees".

## 4.0 Trustees' Duties

- 4.1 All trustees of the JBG stand in a fiduciary relationship to the JBG and its member organizations. As fiduciaries, trustees must act honestly, in good faith, and in the best interests of the JBG.
- 4.2 Trustees will be held to strict standards of honesty, integrity and loyalty. A trustee shall not put personal interests ahead of the best interests of the JBG.
- 4.3 Trustees must avoid situations where their personal interests will conflict with their duties to the JBG. Trustees must also avoid situations where their duties to the JBG may conflict with duties owed elsewhere.
- 4.4 Trustees must respect the confidentiality of information about the JBG.

## 5.0 Best Interests of the JBG

- 5.1 Trustees must act solely in the best interests of the JBG. All trustees are held to the same duties and standards.
- 5.2 Trustees who represent any particular group must act in the best interests of the organization, and excuse themselves by declaring a conflict of interest. (See "Conflict of Interest" policy)

## 6.0 Confidentiality

- 6.1 It is recognized that the role of trustee may include representing the JBG in the community. However, such representations must be respectful of and consistent with the trustee's duty of confidentiality.

- 6.2 Every trustee, officer and employee of the JBG shall respect the confidentiality of information about the JBG site organizations whether that information is received in a meeting of the JBG or of a committee or is otherwise provided to or obtained by a trustee.
- 6.3 A trustee is in breach of his or her duties with respect to confidentiality when information is used or disclosed for other than the purposes of the JBG. (See “Confidentiality” policy)

## **7.0 JBG Spokesperson**

- 7.1 The JBG has adopted a policy with respect to designating a spokesperson on behalf of the JBG. The JBG Chair and site President(s) or designates (eg. Vice-President, Clinical Programs for SJHH) may speak on behalf of the JBG.
- 7.2 Subject to 7.1 no other trustee shall speak or make representations on behalf of the JBG. When so authorized, the JBG member’s representations must be consistent with accepted positions and policies of the JBG.

## **8.0 Media Contact and Public Discussion**

- 8.1 News media contact and responses, and public discussion of the JBG’s affairs should only be made through JBG trustees, officers and employees of the JBG. Any trustee who is questioned by news reporters or other media representatives should refer such individuals to the office of the site President or other designated representative (ex: Public Affairs Department).

## **9.0 Respectful Conduct**

- 9.1 It is recognized that trustees bring to the JBG diverse backgrounds, skills and experience. Trustees will not always agree with one another on all issues. All debates shall take place in an atmosphere of mutual respect and courtesy.
- 9.2 The authority of the Chair must be respected by all trustees.

## **10.0 JBG Solidarity**

- 10.1 Trustees acknowledge that properly authorized JBG actions must be supported by all trustees. The JBG speaks with one voice.
- 10.2 Those trustees who have abstained or voted against a motion must adhere to and support the decision of a majority of the trustees.

## **11.0 Obtaining Advice of Counsel**

- 11.1 Request to obtain outside opinions or advice regarding matters before the JBG may be made through the site President, JBG Chair or to the JBG Vice-Chair in the JBG Chair’s absence.

## **12.0 Breaches in the Code of Conduct**

- 12.1 Conflict of Interest
  - 12.1.1 In the instance of a perceived conflict of interest, JBG’s site Organizations Bylaw on Conflict of Interest shall apply.
- 12.2 JBG/JBG Committee Member

- 12.2.1** A member of the JBG or JBG Committee who may be potentially in breach of conduct either through commission or omission shall meet with the Chair of the body on which the member holds a seat and on which the breach of the Code of Conduct is deemed to have occurred;
- 12.2.2** If a formal process is required, the Chair shall take the matter to the JBG for confidential consideration;
- 12.2.3** Any member deemed to be in breach of the Code of Conduct is entitled to be present for the JBG discussion and to provide a statement of defense. The JBG's final determination shall be taken without the member being present.
- 12.2.4** Additional members of the JBG may be excused by majority vote of the JBG; as deemed to be connected to the issue.
- 12.2.5** In addition to any other decision, a decision to recommend the removal of a trustee will follow the process as outlined in JBG member bylaws and a course of natural justice.
- 12.2.6** In the event that the decision is made to not remove a trustee, then the reasons for the committee's decision shall be circulated to the JBG.

### **12.3 Senior Management**

- 12.3.1** A member of the Executive Team (including the site Presidents) may bring a complaint of breach of Code of Conduct by a member to the JBG without fear of disciplinary action for bringing the complaint;
- 12.3.2** Normally there will be an attempt to address the complaint by the site President(s) and JBG Chair together with the parties involved;
- 12.3.3** If the process described in 12.2.2 is unsuccessful in resolving the alleged breach, the process outlined under 12.2.3 - 12.2.5 will be followed.



<b>Policy Name: Conflict of Interest</b>	
<b>Policy Number</b> (JBG or voting organization – number - approval year): JBG - #3 – 2015	<b>Cross Reference:</b> SJHH, SJVD, SJHC Administrative By-laws
<b>Replaces:</b>	<b>Pages:</b> 1 of 1
<b>Approved by: St. Joseph's Hamilton Joint Boards of Governors (JBG)</b>	<b>Recommended by:</b> Governance, Mission and Values Committee of the JBG
<b>Approved on:</b> September 24 <sup>th</sup> 2015	<b>Recommended on:</b> September 9 <sup>th</sup> 2015

## 1.0 Purpose

**1.1** All trustees of the St. Joseph's Hamilton Joint Boards of Governors (JBG) have a duty to ensure that the trust and confidence of the public in the integrity of the decision-making processes of the JBG is maintained by ensuring that they and other trustees of the JBG strive to avoid conflict or potential conflict (actual or perceived) in their decision-making.

**1.2** It is important that all trustees understand their obligations when a conflict of interest or potential conflict arises in their decision making.

## 2.0 Policy Statement

**2.1** The policy is pursuant to the following by-law sections:

- SJHH Administrative By-laws = Article 5
- SJHC Administrative By-laws = Article 7.1
- SJVD Administrative By-laws = Article 5



**RESOURCE & AUDIT COMMITTEE of the  
St. Joseph's Hamilton Joint Boards of Governors (JBG)**

## **Treasurer's Report to the JBG Resource and Audit Committee Meeting (Sept. 16, 2015)**

### **4.1 Resource & Audit Committee – Terms of Reference (TOR) & 2015/2016 Work Plan**

There was discussion around the content of both the Terms of Reference (TOR) and the Work Plan for 2015/2016.

There was a specific discussion around the ICT Subcommittee TOR and, in particular, the need for a financial threshold to approve expenditures from project contingency and for authorization of project change requests even within the approved project envelope. Based on discussion, a threshold was established at 5% of the project budget and any expense above the threshold would require the additional approval of R&A.

A revised TOR and work plan will come forward at the next meeting.

### **4.2 Detailed Financial Reports – June 2015**

#### **4.2.1 St. Joseph's Healthcare Hamilton (SJHH)**

The Committee reviewed the financial report for the period ending June 30, 2015.

- the format of the Statement of Operations is a comparison of Q1 2014 to Q1 2015
- SJHH ended Q1 with a loss from Hospital Operations after the impact of the Balance Sheet reversals
- the loss is consistent with the anticipated budget gap identified at the beginning of the Journey to Fiscal Sustainability
- as an organization, we are reviewing opportunities for cost containment
- the Finance Team have been reviewing Q1 results and cost structure changes with program/department leaders and extra controls have already been initiated by some teams which will be of great assistance

#### **4.2.2 St. Joseph's Villa Dundas**

The Committee reviewed the financial report for the period ending June 30, 2015.

- the Villa is operating in a surplus position year to date
- the Villa has recently entered a partnership with the Diocese of Hamilton to renovate the first floor of the East Wing to redevelop underutilized space into a retirement home area for 8 priests
- this redevelopment will be 8 suites and will be fully funded by the Diocese of Hamilton

#### **4.2.3 St. Joseph's Home Care**

The Committee reviewed the financial report for the period ending June 30, 2015.

- Q1 results report a significant deficit position primarily driven by the ICC program funding being less than expected
- results are similar to last year

#### **SJHC Impact - ICC Project**

- considerable work has been done to date on loss of infrastructure funding and the need for a new flat rate per case structure
- meetings have been and continue to be held with the CCAC to initiate dialogue to come to an agreement between both organizations to support a change to a flat rate per case funding model
- a strategic consultant has been engaged and reviewed the various programs and a full report will be provided at a future R&A meeting

General discussion ensued around the poor and marginalized serviced by SJHC and the Mission, Vision and Values of SJHS.

### **4.3 Journey to Fiscal Sustainability Update**

- SJHH budget gap over two fiscal years has an anticipated \$28.8M pressure

- 1/3 of the current fiscal challenge is related to revenue changes and the remaining 2/3 is related to inflation and other pressures
- SJHH remains committed to pursuing a balanced budget in a fiscal sustainable manner while ensuring the quality of care to the patients we serve
- the Province has been clear that the current healthcare environment is changing and that there will be no additional funding for hospitals to balance their budgets
- the plan is to further refine Health System Funding Reform with further implementation of additional Quality Based Procedures and quality indicators
- work is ongoing at SJHH to improve performance in this data driven model
- each healthcare provider is competing with the others to achieve the best performance and maximize their share of a fixed funding pot
- Province still predicts a balanced budget by 2017/2018
- the journey to fiscal sustainability began in the Fall of 2014 with the HSFR education sessions and internal revamp of quarterly reporting to programs comparing their cost structure to HSFR funding levels
- the 2<sup>nd</sup> progress update is scheduled for Monday September 21<sup>st</sup> and over the summer Finance has worked diligently with the 3<sup>rd</sup> party supports programs/departments to facilitate the review and identification of cost saving strategies and performance improvements
- engagement has been in a multi-layered manner and based on feedback received to date, some targeted savings may not be viable for the organization
- it is anticipated that selected strategies for this first wave will be brought forward for approval in October

### **5.1 ICT Subcommittee Update & 5.1.1 Approval to Proceed to RFP (Motion)**

In follow-up to the June 2015 meeting, a high level update was provided to the Committee.

- based on a strategic report from KPMG 3 years ago, the future plan for IT envisioned a uniform platform across the region
- McKesson has announced their withdrawal from the Canadian marketplace as of March 2018
- with the implementation of an integrated CIO, the potential strategy was to enter into an agreement with HHS to utilize their license
- the HHS system, unfortunately, does not have the full capability of expansion that is required to support SJHH and SJHH would need to implement the most recent version
- based on legal advice, SJHH cannot join the HHS system as this would breach the Broader Public Sector Accountability Act (BPSAA) and would put all parties at risk
- as due diligence continues, SJHH has reframed their direction and are now moving forward with a full RFP process
- extensive work has been undertaken over the last 8 months and most recently, McKesson has reiterated that IT support will not be extended beyond 2018
- 3<sup>rd</sup> party vendors have been explored, but this is not a viable solution
- the Province has now interjected and they want all IT procurement to pause until they have reviewed and released their report
- unfortunately SJHH does not believe they can wait for the Provincial report and safely implement a new system
- those who are not committed at the point the RFP is issued, i.e. HNHB LHIN, HHS, SJHS members, cannot be evaluators of the RFP

#### **5.1.2 Path Forward & Timeline**

General discussion ensued around the IT project and the path forward as a large amount of work had been done over the summer months.

- all information will be vetted and approved at the various Committee levels
- fairness advisory RFP has been issued
- anticipate issuing the HIS RFP in mid-October and anticipate award being issued to the successful vendor February – March 2016

### **5.2 CRA Ruling Update**

SJHH recently received a favorable HST ruling from CRA. They agreed with SJHH's interpretation that HST is due when payable.

### **5.3 PCOP Update**

Deferred

### **5.4 Potential Land Development of 39, 43, 49 Charlton (Motion)**

A high level overview of the potential for redevelopment of SJHH adjacent properties was provided.

- 39, 43, and 49 Charlton are part of a block of buildings that are being investigated for potential redevelopment
- two properties in the Charlton block have opted not to participate
- to date completed various aspects of the investigation such as:
  - architectural and conceptual drawings
  - estimated appraisal values
  - draft project term sheet
- a request was received by the City of Hamilton to review these properties from a heritage perspective and Nostra would like to engage the City of Hamilton in more formal discussion around the type of development
- Next Steps include:
  - the continuation of meetings with various stakeholders around the potential intent of the redevelopment
  - coming back to the Resource & Audit Committee should there be a recommended commitment to move forward with a potential redevelopment of the block

### **5.5 Building Services Infrastructure Renewal Plan**

Deferred



**QUALITY COMMITTEE of the  
St. Joseph's Hamilton Joint Boards of Governors (JBG)**

**QUALITY COMMITTEE OF THE  
St. Joseph's Hamilton Joint Boards of Governors (JBG)**

- Summary of the September 8, 2015 Meeting -

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**The Committee discussed the following new business:**

Patient Story

- The story was about a patient's stay while in hospital. The success of this story represents the work done by the hospital over the past year in identifying and working towards the reduction of sepsis mortality. There was agreement that sharing positive stories are beneficial and encouragement given to share this broadly with staff.

**Q1 Scorecard QIP update – Presentation by Romeo Cercone**

Highlights from the presentation included:

- A review of the new format; a new reporting format is being proposed that will incorporate the Strategic Plan, Big Dots, and QIP into one report. We are continuing to work through the details on how to best display the data for all 3 organizations
- A review of the QIP results for all 3 organizations
- An update will be provided from all 3 organizations, each quarter going forward.

**Critical Incident**

- A critical incident was reviewed and the recommendations were reviewed and discussed.
- Process will need to be instituted to ensure that there is follow-up with the changes in policy.

**Incident Report**

- The monthly critical incident reports were presented for St. Joseph's Healthcare Hamilton and St. Joseph's Villa; St. Joseph's Home Care had no incidents to report. The report summarizes serious and critical incidents and a synopsis review for the month of February 2015.

**The Committee discussed the following business arising items:**

Work Plan

- The work plan for the 2015/16 year was reviewed and endorsed by the Board Committee.

Terms of Reference

- The Terms of Reference for the 2015/16 year was reviewed and endorsed by the Board Committee.



## **INFORMATION ITEMS**

**St. Joseph's Hamilton Joint Boards of Governors (JBG)**



**OPEN REPORT TO THE ST. JOSEPH'S HAMILTON JOINT BOARDS OF GOVERNORS**  
**SEPTEMBER 2015**

## **1. Environmental Scan**

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### **SJHH and SJHC: St. Joseph's Healthcare Hamilton and St. Joseph's Home Care to lead expansion of Integrated Comprehensive Care Model Across the HNHB LHIN**

SJHH was honoured to host the Honourable Eric Hoskins, Minister of Health on September 2<sup>nd</sup> for an exciting announcement related to expansion of the ICC project in the HNHB LHIN as well as expansion of this initiative to 6 sites in the province.

On September 2<sup>nd</sup>, St. Joseph's Healthcare Hamilton and St. Joseph's Home Care welcomed Ontario's Minister of Health and Long-Term Care, Dr. Eric Hoskins, who made a special announcement about expanding access to care in the Hamilton Niagara Haldimand Brant LHIN.

The ICC project developed by St. Joseph's Health System demonstrates an innovative model of care that directly integrates hospital and home and community care services for patients. Minister Hoskins described the ICC project as a vision for the future of care delivery in the province of Ontario by providing a "bundled" approach to health care that aims to guide patients throughout their entire medical treatment.

Since 2012, St. Joseph's Healthcare Hamilton and St. Joseph's Home Care (both members of St. Joseph's Health System), have been collaborating on this important initiative by providing care to the Lung and Esophageal Cancer Programs, Total Joint Replacements, as well as for patients with Chronic Obstructive Pulmonary Disease (COPD) and Congestive Heart Failure (CHF).

St. Joseph's Healthcare Hamilton will lead the expansion of the ICC model for COPD and CHF across all HNHB LHIN acute care hospitals, while St. Joseph's Home Care is the project's leading Home Care Agency for the HNHB LHIN.

Since inception, the ICC model has resulted in shortened hospital stays, improved patient satisfaction and fewer readmissions to the emergency department. The expansion of the ICC model will transform patient care across the HNHB LHIN, providing an innovative, patient-centered, bundled approach to health care.

### **SJHH: LHIN Mental Health Strategic Planning Process**

Dr. Higgins attended a LHIN-wide strategic planning day for Mental Health and Addictions care in the region. We are pleased to report that many of the SJHH Mental Health and Addictions concepts and programs were spotlighted as successful models for further development and scaling across the region. Dr. Higgins can provide further details in person.

### **SJHH: Deputy Minister of Health Visit to LHIN**

Dr. Bob Bell, Deputy Minister of Health visited the HNHB LHIN in early September. One of the focuses of the visit was on Mental Health and Addictions. Dr. Higgins provided an overview of Mental Health and Addictions programming and planning in our LHIN, including details on the Mental Health and Addictions Advisory Group

as well as our strategy planning process. There was also a highlight on the Mobile Crisis Rapid Response Team (MCRRT) in conjunction with the Hamilton Police Services. Chief de Caire spoke about the program and its benefits, followed by time for questions and discussion.

## 2. Mission, Vision and Values Update

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### **SJHC: Health Quality Transformation 2015**

An abstract was submitted and accepted for the October 2015 Health Quality Transformation Conference on our 'Transitional Community Wellness Program' with a focus on our First Place location.

### **SJHH: Mission Legacy Awards**

On September 9<sup>th</sup>, SJHH hosted the Mission Legacy Awards to honour 6 exceptional individuals within our organization. The Sisters of St. Joseph of Hamilton introduced the Mission Legacy Award in 2007 to recognize key individuals who have contributed in an exceptional manner to the health care ministry of the Sisters of St. Joseph of Hamilton, St. Joseph's Healthcare Hamilton, the St. Joseph's Health System and/or its Foundations, the St. Joseph's Resource Development System. This award is the highest honour bestowed by our organization to those who have made a significant contribution to the St. Joseph's community and who ultimately have a lasting imprint on our organization.

The following individuals received the 2015 award:

- Dr. Hugh Fuller
- Dr. Gary Chaimowitz
- Dr. Peter Bieling
- Ms. Margaret Doma
- Ms. Joan Jervis
- Mr. Sam Mercanti

A permanent display recognizing all award winners has been established in the lobby of the Juravinski Innovation Tower at the Charlton Campus. Please join us in sincerely thanking the individuals listed above.

## 3. Planning and Development

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### **SJHH: Chief of Staff Appointment**

As the Board is aware, Dr. Tom Stewart was recently appointed by the JBG and NHS Board as Chief of Staff for SJHH, in addition to his role at NHS. Please find further details in the memo below. Dr. Higgins would also be happy to elaborate on further details of this relationship, including details of evaluation of this position.

*Dr. Tom Stewart, Chief of Staff and Executive Vice President Medical at Niagara Health System will also be appointed to the role of Chief of Staff at St. Joseph's Healthcare Hamilton effective October 13<sup>th</sup>, 2015. This shared leadership role will continue to build a high-performing physician culture for both organizations. Dr. Stewart will contribute to establishing a positive and safe patient experience, an engaging environment for current and new physicians at both organizations, and will work to ensure the financial viability of our healthcare system, working with executives and leaders from both organizations.*

*Dr. Stewart has a well-earned reputation for medical research, clinical practice in critical care, and medical leadership. In just over a year at NHS he has established structures and processes that will lead to the development of a culture of safety and teamwork amongst physicians, and has enabled successful recruitment of over 40 much-needed specialists. He's also led formal leadership training for Physician Chiefs, and strengthened relations with McMaster's Medical Campus.*

*Dr. Stewart will actively work to hire Deputy Chiefs of Staff at both organizations, adding additional support as he spends his time between both organizations. More information on this process will follow shortly.*

*This announcement continues SJHS and NHS's unique relationship to leverage each organization's strengths to bring better care to the people in the communities they serve. Together, SJHS and NHS are working to establish an academic health-science network of the future: establishing a regional system of care that is evidence based, patient-centric, accessible and affordable.*

*This announcement also builds on recent success, including Dr. Kevin Smith's appointment as Niagara Health System CEO in addition to his SJHS role, and the establishment of Canada's largest renal program. The collaborative partnership between SJHS and NHS will ensure the highest possible standards of clinical care are available for the more than 1.4 million residents in the HNHB LHIN, advancing a mission of academic and research excellence. The ability to share infrastructure costs (administrative and support) will further ensure that the maximum possible portion of each organization's resources are directed to clinical care.*

*Please join us in welcoming Dr. Stewart to his new role.*

## 4. Operational Information

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### **SJVD: Wi-Fi**

Wi-Fi installation is almost complete. The cabling has been completed and the next steps are activation. With the implementation of Wi-Fi, it is the plan to establish the eMar medication tracking system for the Nursing Team in the upcoming year. The project was made possible through a generous donor.

### **SJVD: Flooring on the Secured Units**

The Birch and Pine Grove Units had carpet removed and replaced with new vinyl flooring. This project occurred throughout the months of July and August. The project went smoothly. Currently there are murals being painted in the areas to enhance aesthetics of exits, fire alarms and other building elements.

### **SJVD: Residence Enhancing Program**

New plants have arrived and have been placed throughout the Resident Home Areas and other main areas of the building. The new paint scheme will begin shortly.

### **SJVD: Security Cameras**

SJVD has installed several new cameras in the main entrances that can be closely monitored by Reception and from other key areas of the building.

### **Education Item – September 2015**

The education item for the September JBG meeting is the summer 2015 edition of the *SJHH Innovator* Research Publication and can be found at the following link:

<http://www.rsjh.ca/news/>