



St. Joseph's Hamilton Joint Boards of Governors

February 2016

Open Agenda Package – Web Version

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

St. Joseph's Hamilton Joint Boards of Governors – Open Agenda
Thursday, February 25, 2016
3:30 – 6:00 p.m.

NOTE ROOM CHANGE:
Conference Room 3 – 1st Floor Fontbonne – Charlton Campus

- 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. Julie Lajoie, Ms. Winnie Doyle, Dr. Tom Stewart, Dr. David Higgins, Dr. John Kelton, Dr. Kevin Smith.
- Senior Management Team** Mr. Derrick Bernardo, Mrs. Jane Loncke, Dr. Jack Gauldie.
- Resource** Mrs. Jessica Fry, Mrs. Fadia Voogd, Ms. Sera Filice-Armenio, Ms. Maureen Ellis.
- Guest(s)** Dr. Abraham Rudnick.

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

Time	Item	Topic	Motion	Values	Lead	Page
3:30pm	1.0	Call to Order				
	1.1	<i>Opening Prayer and Reflection on ENQUIRY</i>		R2	D. Tonin All	
	1.1.1					
	1.2	<i>Approval of Agenda</i>	All JBG Voting Members: THAT THE OPEN AGENDA OF THE FEBRUARY 25, 2016 ST. JOSEPH'S HAMILTON JOINT BOARDS OF GOVERNORS COMMITTEE BE APPROVED	R2	S. Monzavi	
	1.3	<i>Declaration of Conflict of Interest</i>		R2	S. Monzavi	
	1.4	<i>Introduction of Guests</i>		R1	S. Monzavi	
3:55pm	2.0	Consent Agenda				
	2.1	<i>Approval of St. Joseph's Hamilton Joint Boards of Governors Open Minutes</i>	All JBG Voting Members: THAT THE OPEN MINUTES OF THE JANUARY 28, 2016 ST. JOSEPH'S HAMILTON JOINT BOARDS OF GOVERNORS BE APPROVED	R2	S. Monzavi	1-4

Time	Item	Topic	Motion	Values	Lead	Page
	2.2	<i>Governance Mission and Values Committee Minutes and Motions</i>	<p><u>All JBG Voting Members</u> THAT THE MINUTES OF THE GOVERNANCE, MISSION AND VALUES COMMITTEE OF FEBRUARY 2, 2016 BE ACCEPTED FOR INFORMATION</p> <p><u>All JBG Voting Members</u> THAT THE NOMINATING COMMITTEE TERMS OF REFERENCE BE APPROVED</p> <p><u>All JBG Voting Members</u> THAT THE FOLLOWING POLICIES BE APPROVED: JBG#19 – CHAIR OF MAC/CHIEF OF STAFF EVALUATION JBG#12 – IN CAMERA MEETINGS OF THE BOARD JBG#13 – BOARD SUCCESSION AND NOMINATING JBG#14 – BOARD ANNUAL PLANNING CYCLE</p>	R2	S. Monzavi	5-31 15-17 18-24
	2.3	<i>Resource and Audit Committee Minutes and Motions</i>	<p><u>All JBG Voting Members</u> THAT THE MINUTES OF THE RESOURCE AND AUDIT COMMITTEE OF FEBRUARY 17, 2016 BE ACCEPTED FOR INFORMATION</p> <p><u>SJHH Voting Members</u> THAT THE SJHH ANNUAL CAPITAL BUDGET ALLOCATION OF \$15M FOR 2016/17 FISCAL YEAR BE APPROVED</p> <p><u>SJHH Voting Members</u> THAT THE TRANSFER OF \$3M FROM THE SHORT TERM INVESTMENT PORTFOLIO TO THE FUTURE FUND PORTFOLIO BE APPROVED</p>			32-87

Time	Item	Topic	Motion	Values	Lead	Page
			<u>SJHH Voting Members</u> THAT THE SELECTION OF DELOITTE AND ASSOCIATED FUNDING UPON THE TERMS, AS OUTLINED IN THEIR MANAGEMENT CONSULTING RFP SBAR BE APPROVED			
4:10pm	3.0	Quality & Patient Safety				
	3.1	<i>Quality Committee Minutes, Motions and Report</i>	<u>All JBG Voting Members</u> THAT THE MINUTES OF THE QUALITY COMMITTEE OF FEBRUARY 9, 2016 BE ACCEPTED FOR INFORMATION	S	R. Rocci	88-98
	3.2	<i>Medical Advisory Committee Presentation</i>	<i>Dr. A. Rudnick Chief, Department of Psychiatry</i>	E		
4:20pm	4.0	Reports				
	4.1	<i>Report of Chair</i>		R2	S. Monzavi	
	4.2	<i>Report of the President and CEO, St. Joseph's Health System</i>		R2	K. Smith	
	4.3	<i>Report of Presidents</i>		R2/S	D. Higgins D. Bernardo J. Loncke	99-101
	4.4	<i>Report of the Chief Nursing Executive</i>		R2/S	W. Doyle	
	4.5	<i>Report of the Vice President Research</i>		R2	J. Gauldie	
	4.6	<i>Report of the Chief of Staff</i>		R2	T. Stewart	
	4.7	<i>Report of President, Medical Staff Association</i>		R2	J. Lajoie	

Time	Item	Topic	Motion	Values	Lead	Page
	4.8	<i>Report of the President SJVD Foundation SJHH Foundation</i>		R2	M. Ellis S. Filice- Armenio	
4:50pm	5.0	Information / Education Items				
	5.1 5.2	JBG Closed Summary Walkabout Schedule and Council Meeting Schedule		R2 / E	S. Monzavi	102 103- 104
4:50pm	6.0	Adjournment				
	6.1	<i>Motion to adjourn</i>	<u>All JBG Voting Members:</u> THAT THE OPEN SESSION OF THE ST. JOSEPH'S HAMILTON JOINT BOARDS OF GOVERNORS BE ADJOURNED		S. Monzavi	
4:50pm	7.0	Break followed by Closed Session				

Committee: St. Joseph's Hamilton Joint Boards of Governors – OPEN SESSION
Date: January 28, 2016
Called to order at: 15:30 hours
Adjourned: 16:40 hours
Location: West 5th Campus, Administration Board Room B312
Present: Mr. P. Tice (Chair), Mr. T. Thoma, Dr. M. Guise, Mr. S. Monzavi, Ms. W. Doyle, Mr. A. Korstanje, Mrs. M. Taylor, Mr. R. Dobson, Ms. L. McNeil, Dr. C. Horner, Mr. D. Tonin, Mr. R. Rocci, Mr. J. LoPresti, Dr. T. Stewart, Mrs. C. Milne.

Regrets:
Resource Staff: Dr. D. Higgins, Ms. V. Ambrosini, Ms. J. Fry, Ms. S. Filice-Armenio, Ms. J. Loncke, Mr. D. Bernardo.
Guests: Dr. M. Soth.
Next Meeting: February 25, 2016

St. Joseph's Healthcare Hamilton Voting Members: Mr. P. Tice, Mr. S. Monzavi, Mr. A. Korstanje, Mr. J. LoPresti, Ms. L. McNeil, Mr. C. Santoni, Mr. D. Tonin.

St. Joseph's Villa Dundas Voting Members: Mr. P. Tice, Mr. S. Monzavi, Mr. A. Korstanje, Mr. R. Rocci, Ms. M. Taylor, Mr. T. Thoma, Mr. R. Dobson.

St. Joseph's Homecare Hamilton Voting Members: Mr. P. Tice, Mr. S. Monzavi, Mr. A. Korstanje, Dr. M. Guise, Ms. M. Taylor, Ms. C. Milne, Mr. D. Tonin.

Subject	Discussion
1. PROTOCOL	
1.0 CALL TO ORDER	The meeting was called to order at 15:30 hours by P. Tice.
1.1 OPENING PRAYER	R. Dobson opened the meeting with a prayer. There was reflection with respect to the value of RESPECT
1.2 APPROVAL OF AGENDA	<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>THAT THE ST. JOSEPH'S HAMILTON JOINT BOARDS OF GOVERNORS AGENDA BE APPROVED AS CIRCULATED.</p>
1.3 DECLARATION OF CONFLICT OF INTEREST	There was no declaration of conflict of interest.
1.4 INTRODUCTION OF GUESTS	<ul style="list-style-type: none"> All invited guests were introduced. The Board welcomed Dr. Lajoie to the JBG as an ex-officio member of the Board in her capacity as President of the Medical Staff Association. The Board also thanked Dr. Lajoie and Medical Staff Association for the invitation to the Annual dinner on January 15th.
2. CONSENT AGENDA	
2.1 APPROVAL OF ST. JOSEPH'S	<p style="text-align: center;"><u>All JBG Voting Members</u></p> <p><i>ON MOTION DULY MADE AND SECONDED THE FOLLOWING RESOLUTION WAS</i></p>

Subject	Discussion
HAMILTON JOINT BOARDS OF GOVERNORS OPEN MINUTES	<p><i>PASSED:</i></p> <p>THAT THE MINUTES OF THE DECEMBER 22, 2015 ST. JOSEPH'S HAMILTON JOINT BOARDS OF GOVERNORS (OPEN SESSION) BE APPROVED</p>
2.2 GOVERNANCE, MISSION AND VALUES COMMITTEE MINUTES AND MOTIONS	<p>There was no meeting of the Governance, Mission and Values Committee this month.</p>
2.3 RESOURCE AND AUDIT COMMITTEE MINUTES AND MOTIONS	<p>Item 2.3 has been moved to the Closed Session – Item 2.1.1.</p>
<p>3. QUALITY AND PATIENT SAFETY</p> <p>3.1 QUALITY COMMITTEE MINUTES, MOTIONS AND REPORT</p>	<ul style="list-style-type: none"> • A patient story related to a male outpatient who was discharged and involved in an incident was highlighted. • WebEx presentations were received on Patient Safety Priority-Medication Safety and the Quality Improvement Plan (QIP) for 2016/17. • It was noted that all JBG organizations working on emphasizing the importance of hand hygiene through increased signage and education. It was noted our 3rd quarter results are at 70%. <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>THAT THE MINUTES OF THE QUALITY COMMITTEE OF JANUARY 12, 2016 BE ACCEPTED FOR INFORMATION</p>
3.2 MEDICAL ADVISORY COMMITTEE GUEST PRESENTATION	<ul style="list-style-type: none"> • Dr. Mark Soth was present to answer questions regarding his WebEx presentation on Humanizing Intensive Care. This is a pilot project led by Dr. D. Cook with enthusiastic support from the ICU, Palliative Care, Spiritual Care and Research teams. • Details of the “Three Wishes Project” was outlined which has a purpose to honor patients in the final weeks and days of life. As part of this project, a set of wishes is generated by patients and/or family members. It was noted that the wishes are implemented before or after death by patients, families, or clinicians. This project was funded through seed money from the medical staff and supported by the Hamilton Academy of Medicine, CIFC, Canadian Tire Foundation, patients and their families. • 97.5% of wishes were granted for a cost of under \$200 per patient. Some types of wishes included humanizing the environment, personal tributes, family reconnections, rituals and ceremonies and donations. • JBG members congratulated Dr. Soth and the team and are looking forward to receiving an update on this project and how this can be rolled out to the entire organization.
<p>4. REPORTS</p> <p>4.1 REPORT OF CHAIR</p>	<ul style="list-style-type: none"> • Congratulations were extended to Dr. Kevin Smith on his receipt of the Papal

Subject	Discussion
	<p>Honour - Knight of St. Gregory the Great for his contributions to Catholic health care. This appointment has been decreed by Pope Francis. The investiture ceremony will be on February 28^t</p> <ul style="list-style-type: none"> • Around the Bay registrations end March 1st. A flyer was provided on the blotter for more information. • The SJHS will be hosting an educational event on February 2nd on Physician Assisted Death (PAD). All JBG and community members have been invited to participate. • Two JBG members attended the NHS Board meeting on Jan 26th. It was noted that members of public attend NHS Board meetings regularly. • The Board nominating process is currently underway. It was noted that Board peer reviews will also take place for those entering their final year of a renewable term. A survey link will be sent out and all JBG members were asked to respond. • The first Annual Report from the Research Institute was presented on the blotter. <p>ACTION: J. GAULDIE TO BRING A PROGRESS REPORT TO THE JBG IN THE NEAR FUTURE</p>
<p>4.2 REPORT OF PRESIDENT AND CEO, ST. JOSEPH'S HEALTH SYSTEM</p>	<p>There was no report.</p>
<p>4.3 REPORT OF PRESIDENTS</p> <p><i>Incidents in the Workplace</i></p>	<ul style="list-style-type: none"> • SJHC reported hand hygiene rates continue to improve. • SJHC and SJLC Brantford have partnered to submit a proposal to the LHIN to support the funding of a supporting housing concept (i.e. Wellness Home). This program will help delay the admission of seniors with Dementia to LTC facilities; reduce repeated ER admission, hospitalization and readmissions. • D. Bernardo noted that currently the MOHLTC has recruited 21 individuals to address capacity planning for Ontario's Health System. One of the key priorities is to identify whether there is a need for additional LTC beds in Ontario and/or whether there are other programs that have been implemented that can be an alternative to LTC. • Currently, SJVD is exploring capital supports re: proposal for a 9-10 bed Senior Wellness Residential Program. This program is also a partnership opportunity for SJHC. • D. Higgins provided an extensive report and background on the recent series of serious incidents in the workplace through December and January and the significant work undertaken with the SJHH staff, physicians and management to review, understand and take immediate and longer term actions to address staff safety and risk of violence in the workplace. • Compounding these incidents was the malfunction of the alarm /code white system (PAS) at the West 5th campus. • It was emphasized that staff safety is a priority and SJHH is working with union partners to deal with concerns and set priorities. • The goal of SJHH is to be a provincial and national leader in this matter in the coming year. • The Board noted their support for the plan outlined and that immediate action is expected to address the key issue of staff safety and has requested regular updates on progress.
<p>4.4 REPORT OF THE CHIEF NURSING OFFICER</p>	<ul style="list-style-type: none"> • SJHH is involved in a provincial home dialysis pilot program which involves PSW's supporting dialysis in the patient's home. This program is to support patients who would not usually be a candidate for home dialysis as they may not have significant in home family support. A report will be brought back to this

Subject	Discussion
	committee with results of the pilot program.
4.5 REPORT OF THE VICE PRESIDENT RESEARCH	There was no report this month.
4.6 REPORT OF THE PRESIDENT MEDICAL STAFF ASSOCIATION	<ul style="list-style-type: none"> • Dr. Julie Lajoie reported that the Annual Meeting of the Medical Staff Association was well attended and a number of Medical Staff Years of Service Awards were presented.
4.7 REPORT OF PRESIDENT SJVD FOUNDATION	<ul style="list-style-type: none"> • The new suites for the retired Diocesan Priests is on budget and on schedule for completion by the end of April, 2016. • The SJVD Foundation has approved the Memorandum of Understanding (MOU) from SJHS to SJVD and it was noted that SJVD will exceed our financial commitments to SJVD this year. • The planned giving portfolio has increased to \$100,000+ this year • The SJVD Annual Gala is confirmed for April 29th at Liuna Station and all Board members are welcome to attend.
4.7 REPORT OF PRESIDENT SJHH FOUNDATION	<ul style="list-style-type: none"> • The Paris to Ancaster Bike Race Founders Ball is taking place on February 20, 2016 in support of the upcoming event. The focus of this fundraising event is around Research and a flyer was provided on the blotter.
5. INFORMATION EDUCATION ITEMS	<ul style="list-style-type: none"> • JBG Closed Summary • JBG Walkabouts/Education Schedule
6. OTHER BUSINESS	There was no further business.
7. ADJOURNMENT	<p>The open session adjourned at 16:40 Hours</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>THAT THE OPEN SESSION OF THE ST. JOSEPH'S HAMILTON JOINT BOARDS OF GOVERNORS BE ADJOURNED AND MOTION APPROVED TO MOVE INTO THE CLOSED SESSION.</p> <p>_____</p> <p>Peter Tice, Chair</p> <p>_____</p> <p>David Higgins, Secretary</p> <p>_____</p> <p>Vicki Ambrosini, Recorder</p>

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

Summary of January 28th, 2016 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"> ▪ Minutes of the Medical Advisory Committee of December 3, 2015 be approved (St. Joseph Hamilton Joint Boards of Governors – St. Joseph's Healthcare Hamilton Voting Members). ▪ Recommendation(s) on Credentials of the January 7, 2016 Medical Advisory Committee be approved (St. Joseph Hamilton Joint Boards of Governors – St. Joseph's Healthcare Hamilton Voting Members). ▪ Recommendations of the Research Committee of the January 7, 2016 Medical Advisory Committee be approved (St. Joseph Hamilton Joint Boards of Governors – St. Joseph's Healthcare Hamilton Voting Members).
Resource & Audit Committee	<p>It was voted that the:</p> <ul style="list-style-type: none"> ▪ Minutes of the Resource and Audit Committee of January 20, 2016 be accepted for information (St. Joseph Hamilton Joint Boards of Governors Voting Members). ▪ Transfer of \$9M from the Future Funds Investment Portfolio for the purposes of establishing a separate investment portfolio managed by the Research Institute of SJHH be approved (St. Joseph Hamilton Joint Boards of Governors – St. Joseph's Healthcare Hamilton Voting Members). ▪ St. Joseph's Healthcare Hamilton's Journey to Fiscal Sustainability initiatives for the 2015/16 and 2016/17 fiscal years be approved (St. Joseph Hamilton Joint Boards of Governors – St. Joseph's Healthcare Hamilton Voting Members).

Presentations and Reports to the JBG – Summary

The following reports were provided to the JBG in the closed session:

1) Journey to Fiscal Sustainability Update

David Higgins and Susan Hollis provided a final presentation on the validated saving strategies identified by St. Joseph's Healthcare Hamilton in order to find \$26 million in cost savings through a period of 2 years to balance its annual operating budget by March 2017.



**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 February 2nd, 2015 Meeting -

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
- SJHS/NHS Update
- Tracking Tool: 2015/16 Governance Work Plan
- Education Item

The Committee discussed the following business arising:

Community Based Nominating Committee and Nominating Update

- The Nominating Committee Terms of Reference were brought forward for approval with the change to expand membership to include community leaders.
- Suggestions for community leader candidates to approach to sit on this committee are requested.
- Nominating Committee meetings will be held in both March and April.
- Letters have been sent to Board and Community members who are completing a renewable term in June 2016 to ascertain interest in continuing to serve for another term.
- Endorsement from the GMV committee to proceed with peer review surveys for the identified board members who are entering their final year of a renewable term is being requested.
- **ON MOTION DULY MADE AND SECONDED, THE FOLLOWING RESOLUTION WAS PASSED: The Governance, Mission and Values Committee has approved the Nominating Committee Terms of Reference be approved as amended to move forward to JBG for approval.**

Declaration of Conflict of Interest Policy Follow Up

- With assistance from legal counsel we have reviewed our current practice for Board and Community members' declaration of conflict of interest. BLG has reported that our current practice is in excess of what is required for this declaration and Policy #18 has been updated and brought forward for review
- Questions were raised and a recommendation was made to move towards a generic sign off.
- J. Fry to make suggested amendments and bring back clean copy to this committee for final review.

The Committee discussed the following new business:

Succession Planning Update

- This item has been deferred to the March GMV meeting.

SJHS Member Organization MOU

- SJHS and member organizations draft MOU was brought forward for information; this is reviewed every three years and is primarily an education tool; name changes and renewal timelines have been revised;
- SJHS is requesting review of this draft MOU by each organization; we will then prepare a final document for sign off by Board Chairs
- Draft MOU to be included in the February JBG package for review and discussion at that meeting.

SJHS Roles & Responsibilities Matrix

- SJHS Roles and Responsibilities Matrix is a companion piece to the Draft MOU. Background and rationale for this document was provided which includes roles and responsibilities for corporate, governance and management items. Feedback is requested with a deadline of March 31st of this year.
- This matrix will be circulated to all JBG members;

Hamilton Anchor Institutes (HAIL) Update

Information: D. Higgins reported on the following:

- This organization includes representation from the health sector, city of Hamilton, school boards, LHIN, police, chamber of commerce, Hamilton spec, Hamilton foundation and others. The concept is to use combined influence, resources and scope to move the needle in the city on issues such as health and poverty. The specific foci that has been agreed upon is: housing for those in need and support for frail elderly. On housing strategy for example, working with 'Indwell' on shelter for at risk Mental Health and Addictions (MHA) populations. SJHH has been asked to partner on project to support frail elderly men with MHA. We are looking for projects / models that we can scale. An MOU is being developed at the LHIN level. The work is slightly vague at this point, but the concept is clearly aligned with our mission to support care of marginalized populations in community

SJHH, SJVD, SJHC Bylaws

- Member organization bylaws were reviewed extensively in 2009, with update in 2010 to accommodate ECFAA legislation. The current bylaws remain pertinent. We are recommending we await the 'Not for Profit Corporations Act' implementation before formal renewal with legal counsel. We will continue to do some small editorial changes (ex: HBC to JBG wording) while we await a decision on the 'Not for Profit Corporations Act'. The committee endorsed this course of action.

Chief of Staff Evaluation

- Our Chief of Staff Evaluation policy stipulates a yearly evaluation take place in February. As Dr. Stewart has been on board since November, 2015 we are asking the committee's approval to meet in February with the membership outlined in the policy and have an informal conversational evaluation (no survey) on progress to date (goals for 90 days) and develop goals for the next twelve months. Next year, we will commence a fulsome evaluation as per policy JBG#19.
- Suggestions to the Chief of Staff Evaluation policy were made
- **ON MOTION DULY MADE AND SECONDED, THE FOLLOWING RESOLUTION WAS PASSED: The following policies are approved as amended:**
- JBG#19 – Chair of MAC / Chief of Staff Evaluation

Deputy Chief of Staff Recruitment

- Deputy Chief of Staff posting closed as of February 1st and two application have been received.
- In order to achieve Board continuity, the committee requested the Chief of Staff and/or Deputy Chief of Staff regularly attend JBG meetings. Will provide more information on the recruitment as it becomes available.

Review/Renew JBG Policies

- **ON MOTION DULY MADE AND SECONDED, THE FOLLOWING RESOLUTION WAS PASSED: The following policies are approved:**
- **JBG#12 – In Camera Meetings of the Board**
- **JBG#13 – Board Succession and Nomination**
- **JBD#14 – Board Annual Planning Cycle**

Tracking Tool: 2015/16 Governance Work Plan

- The 2015-16 work plan was brought forward for review and some changes were noted:
- Legislative Compliance review is done on a two year cycle and will be up for review in 2017;
- New member orientation follow up will be moved to March this year
- Site Presidents evaluations will take place in March once QIP results are received
- Succession planning has also been moved to March

Education Plan 2015/16

- The link to the article: *Patients First: A proposal to strengthen patient centered care in Ontario* (Executive summary) is attached.
- SJHS will do a formal response to this article.

Policy Name: JBG – In Camera Meetings of the Board	
Policy Number (JBG or voting organization – number - approval year): JBG - #12 - 2016	Cross Reference: SJHH, SJVD, SJHC Administrative By-laws. JBG #6
Replaces:	Pages: 1 of 1
Approved by: St. Joseph's Hamilton Joint Boards of Governors (JBG)	Recommended by: Governance, Mission & Values Committee of the JBG
Approved on: Feb 25, 2016	Recommended on: February 2, 2016

1.0 Policy Statement

- 1.1 The St. Joseph's Hamilton Joint Boards of Governors (JBG) recognizes the governance best practice of holding meetings without management, specifically related to (but not limited to) the performance of the JBG itself, the efficacy of the JBG's meetings, and the quality of information received from management. The formal business of the Board is not discussed in camera.

2.0 Procedure

- 2.1 Following formal adjournment of each JBG meeting, the JBG will meet without management as follows, at the call of the Chair:
- 2.2.1 Phase 1: Meeting with Site Presidents and Ex Officio Members. The group will meet to:
- Review and evaluate the current meeting and related materials
 - Review JBG processes including adequacy of timelines to review JBG materials
 - Give feedback to the site Presidents on future education and strategy needs of the JBG
- 2.2.2 Phase 2: Meeting of Community Trustees (Ex Officio and Management Staff Excused). The group will meet to:
- Further discuss education, training and material needs of Trustees
 - Self-evaluate the Community Trustee group's performance
 - Build JBG cohesion and JBG processes
- 2.2.3 Following this meeting the Chair will communicate the JBG's education and information needs, and other pertinent feedback, to the site Presidents.
- 2.2.4 Minutes will not be recorded at In Camera Meetings of the Board.

Policy Name: JBG – Board Succession and Nomination	
Policy Number (JBG or voting organization – number - approval year): JBG - #13 - 2016	Cross Reference: SJHH, SJVD, SJHC Administrative By-laws SJHS Policy: 2-SYS-MO
Replaces:	Pages: 1 of 1
Approved by: St. Joseph's Hamilton Joint Boards of Governors (JBG)	Recommended by: Governance, Mission and Values Committee of the JBG
Approved on: Feb 25, 2016	Recommended on: February 2, 2016

1.0 Purpose

- 1.1** To ensure that a broad range of skills, expertise and community interests are represented on the JBG and JBG Committees.

2.0 Policy Statement

- 2.1** The Governance Committee shall ensure that vacancies on the JBG and JBG Committees are filled with qualified representative of the community, in accordance with the Bylaws for each JBG member organization.

3.0 Procedure

- 3.1** In January of each year the Governance Committee will establish a Nominating Committee to:
- 3.1.1** Initiate a process to determine the intention of current JBG and JBG Committee members to continue to serve on the JBG and/or JBG Committees for the following year.
 - 3.1.2** Determine the requirements of the JBG and JBG Committees for the coming year to replace retiring/resigning members.
 - 3.1.3** Recommend names of the candidates for the JBG and JBG committees to be forwarded to the Governance Committee, the JBG, and the SJHS for approval.
- 3.2** New candidates for the JBG or JBG Committees will be interviewed by the Nominating Committee in order to provide the candidates with a better appreciation of the expectations and responsibilities as well as to give the Nominating Committee a better sense of the candidate's strengths and interests.
- 3.3** The appointment of these candidates will be announced at the June annual meeting.
- 3.4** When a vacancy occurs among the Trustees, a Trustee may be recommended by the Governance Committee to the JBG, in accordance with the By-law for each JBG member organization to fill the vacancy for the unexpired portion of the term.

Policy Name: JBG – Board Annual Planning Cycle	
Policy Number (JBG or voting organization – number - approval year): JBG - #14 - 2016	Cross Reference: SJHH, SJVD, SJHC Administrative By-laws
Replaces:	Pages: 1 of 1
Approved by: St. Joseph's Hamilton Joint Boards of Governors (JBG)	Recommended by: Governance, Mission and Values Committee of the JBG
Approved on: Feb 25, 2016	Recommended on: February 2, 2016

1.0 Purpose

1.1 To establish the framework to guide the annual planning cycle of the JBG.

2.0 Policy Statement

2.1 The JBG will organize its activities on an annual basis to successfully accomplish the task of governing the affairs of the JBG.

3.0 Procedure

3.1 Spring

3.1.1 The Governance Committee forms a Nominating Committee and completes a nomination report to review the JBG profile, recommending the composition of the JBG, JBG Officers and JBG Committee Chairs, Vice Chairs and membership to the JBG and JBG Committees. JBG and JBG Committee schedules are set for the upcoming year and communicated to members.

3.2 Summer

3.2.1 The Governance Committee and Committee Chairs may meet to plan for the annual Board retreat in the Fall.

3.3 Early fall

3.3.1 JBG Committees meet to consider the JBG's organization-wide goals in formulating their annual objectives and work plan.

3.3.2 All JBG Committees report their annual objectives / work plans to the JBG at its October meeting.

3.4 Fall/Winter/Spring

3.4.1 JBG Committees meet as required after which they prepare a report for dissemination in the JBG package on the activities/achievements/ opportunities of the JBG, bringing motions to the JBG as required.

Policy Name: Chair of MAC / Chief of Staff Evaluation (SJHH Only)	
Policy Number (JBG or voting organization – number - approval year): JBG - #19 - 2016	Cross Reference: SJHH Administrative By-laws
Replaces:	Pages: 1 of 4
Approved by: St. Joseph's Healthcare Hamilton Board of Trustees	Recommended by: Governance Committee of the JBG
Approved on: Feb 25, 2016	Recommended on: February 2, 2016

1.0 Policy Statement

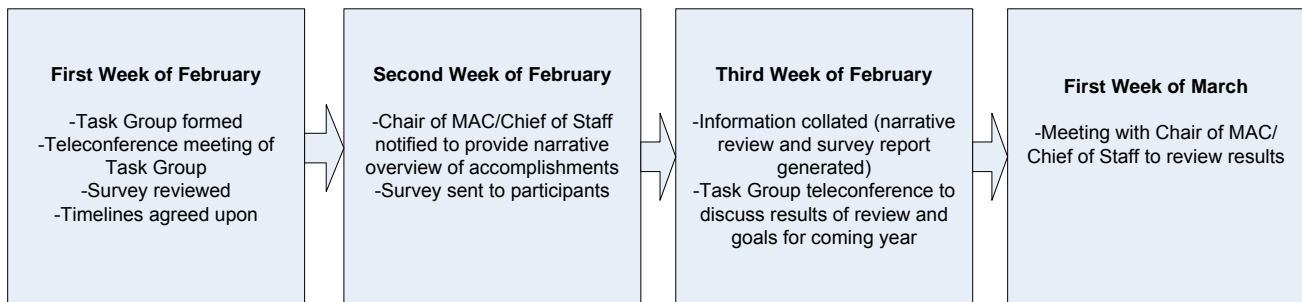
- 1.1** The St. Joseph's Hamilton Joint Boards of Governors (JBG) is committed to governance best practices. The performance of members of the Board will be reviewed to identify areas of strength as well as areas for development and to determine the most appropriate committee membership.
- 1.2** The Chair of the MAC/Chief of Staff is subject to annual reappointment by the JBG. As a part of the annual reappointment and as a member of the Board, the Chair of the MAC/Chief of Staff will undergo performance appraisal on an annual basis.

2.0 Process

The Process for the Chair of MAC/Chief of Staff Evaluation is as follows:

- 2.1** A Task Group shall be appointed by the Governance Committee of the JBG and will be responsible for the following:
- Overseeing an annual process for Chair of MAC/Chief of Staff performance evaluation
 - Developing mutually agreed upon goals and objectives with the Chair of MAC/Chief of Staff, based in part on the Public Hospitals Act, the SJHH Professional Staff Bylaws and Academic responsibilities.
- 2.2** The Task Group shall consist of the following representation:
- JBG Chair or designate (Co Chair)
 - JBG Representative
 - SJHH President (Co-Chair)
 - McMaster University Representative
 - Department Chiefs (2)
- 2.3** The review will be completed in February of each year.
- 2.4** Two (web based) versions of the Chair of MAC/Chief of Staff Survey will be circulated to the following participants for feedback (see survey below):
- SJHH Executive Team members, Department Chiefs, Department Chairs
 - JBG Members

- 2.5** Additional information will be collected including:
- A narrative detailing the Chair of MAC/Chief of Staff accomplishments, goals and indicators for current year
- 2.6** Information will be collated and reviewed within the committee. A meeting will be scheduled where the results of the review are communicated to the Chair of MAC/Chief of Staff and goals for the coming year are discussed and agreed upon.
- 2.7** The results of the review will be taken into account when considering renewal of terms.
- 2.8** The President shall report to the JBG and the Medical Advisory Committee when the evaluation of the Chair of the MAC/Chief of Staff has been completed.



Chair of MAC/Chief of Staff Review Form

JBG Member Version

Position of Participant Completing Review: _____ Date: _____

Performance Indicators	1	2	3	4	N/A	Comments
1. How effective has the Chair of the MAC/Chief of Staff been in advising the Board on the quality of medical care provided by the medical staff?						
2. Has the Chair of the MAC/Chief of Staff been an effective Board member and kept the Board well advised regarding the activities of the Medical Advisory Committee?						
3. Has the Board been well advised regarding the credentials process of the hospital?						
4. Other comments						
Scoring	Scoring Definitions					
1 = Does not meet expectations	<i>Rarely/never</i>					
2 = Partially meets expectations.	<i>Occasionally/sometimes</i>					
3 = Meets expectations	<i>Consistently/regularly</i>					
4 = Exceeds expectations	<i>Always</i>					
N/A = Unable to assess	<i>Don't know/not observed</i>					

Please provide any additional comments you wish to make on any of your evaluations.

Chair of MAC/Chief of Staff Review Form

SJHH Executive Team members, Department Chiefs, Department Chairs
Version

Position of Participant Completing Review: _____ Date: _____

Performance Indicators	1	2	3	4	N/A	Comments
1. How effective has the incumbent been as the Chair of the MAC/Chief of Staff and its component parts and subcommittees, including bringing forward to the MAC the decisions and policies of the Board of Directors?						
2. How effective has the Chair of the MAC/Chief of Staff been in demonstrating strategic leadership to the MAC, including quality of care?						
3. How effective has the Chair of the MAC/Chief of Staff been in providing leadership in the establishment of an interdisciplinary approach to patient care?						
4. Has the Chair of the MAC/Chief of Staff developed collaborative relationships with other health disciplines, other organizations, partners and the Medical Staff Association? Please provide examples.						
5. Other comments						
Scoring	Scoring Definitions					
1 = Does not meet expectations	<i>Rarely/never</i>					
2 = Partially meets expectations.	<i>Occasionally/sometimes</i>					
3 = Meets expectations	<i>Consistently/regularly</i>					
4 = Exceeds expectations	<i>Always</i>					
N/A = Unable to assess	<i>Don't know/not observed</i>					

Please provide any additional comments you wish to make on any of your evaluations.



**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 (Feb. 17, 2016)

4.1.1/4.1.2 KPMG Audit Plan (SJHH & SJHC)

KPMG provided the Committee with an overview of the pre-circulated Audit Planning Report for the year ending March 31, 2016. The report provides an overview of the audit plan for St. Joseph's Healthcare Hamilton and St. Joseph's Home Care. Following the presentation by KPMG, management left the room and the auditors met with the Committee.

5.1 Year End Forecast (SJHH)

A high level overview of the SJHH Year-End Forecast was provided.

- YTD actuals - SJHH is in a deficit position from Hospital Operations of \$5.1M
- SJHH is forecasting a preliminary year end deficit of \$9.6M which includes:
 - interest and investment income
 - severance provision related to the JTFS initiatives
 - McKesson equipment accelerated write-off for the next 3 years

Management also reviewed a number of unknowns that could materially impact the forecast.

5.2 Capital Budget (SJHH) - MOTION

In light of the current year deficit, the capital budget allocation and process was reviewed for approval by the Committee.

- the Financial Team supports the internal multi-disciplinary Capital Budget Committee which annually evaluates and strategically allocates the available capital funding.

5.3 Journey to Fiscal Sustainability 2016/2017 Budget Strategies

A brief update on the process to date was provided.

5.4 Investment Income for DBFM Project - MOTION

- the Short-Term Fund, previously managed by I3 and now under BNY, has earned a higher rate of return than anticipated primarily due to superior investment manager performance
- surplus earnings to be transferred into the Futures Fund

5.5 Clinical Transformation Project Update

5.5.1 Overview of Timing

An overview of the activities to be completed in March, April and May and the required motions for approval to complete the RFP process for the Clinical Transformation Project were reviewed.

5.5.2 HIS Management Consulting RFP – MOTION

An update and approval for the HIS management consulting RFP was brought forward for the Committee to review.

5.6 Quarterly Human Resources Report

A quarterly Human Resources report on prevention of violence in the workplace was presented to the Committee. Building on the historical efforts of the SJHH team to prevent violence in the workplace and provide high quality patient care

6.1 Year End Forecast / Review of Provisions & Accruals (SJHC)

The Committee reviewed the year end forecast for the period ending March 31, 2016. They continue to forecast a significant deficit position.

7.1 Non-Union Annual Increase (SJVD) - MOTION

The yearly non-union wage increase was brought forward for Committee approval. This wage increase is retroactive.



**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 February 9 2016 Meeting -

The Committee discussed the following new business:

**Semi- Annual Critical Incidents and Risks (2015 Q2 – 2015 Q3) for St. Joseph's Healthcare Hamilton –
Presentation by M. Doma**

Highlights from the presentation included:

- Recently we have implemented a 24 hour teleconference for key stakeholders when a critical incident has occurred
- Standardize reporting templates to align with Niagara Health Sciences
- Critical Incident review will begin to include involvement from Patient/Family advisors
- An ombudsman appointed by the province will be starting soon and may be providing more direction on the complaint process within Ontario.

Patient Safety Priority – Improving Transitions – Integrated Comprehensive Care Program (ICC 2.0) - St. Joseph's Healthcare and St. Joseph's Home Care – Presentation by L. Wheatley

Highlights from the presentation included:

- HNHB LHIN partners were approved by the MOH Integrated Funding Models Expression of Interest (EOI) to test innovative approaches to integrate funding over a patient's episode of care
- This program is meant to create a seamless patient centred care continuum from hospital to home and enhance the patient experience
- The ICC model is testing spread and scale of the ICC model of care across academic, community, rural and urban areas
- It is also expected that this model will achieve operational efficiency