

Stevenson Memorial Hospital Meeting of Board of Directors

February 2, 2017

Physical Therapy Department

5:00 p.m.

In attendance:

Elected Directors: Michael Martin, Board Chair; Darlene Blendick; Paul Edmonds; Wendy Fairley (via skype); Robert Jurmalietis; Catherine Morden; Jan Tweedy

Ex Officio Directors: Jody Levac, President & CEO; Carrie Jeffreys, VP Patient Services & CNE; Diane Munro, President SMH Auxiliary; Marg Barber, Board Chair, Foundation; Dr. Barry Nathanson, Chief of Staff; Dr. Shazia Ambreen, President of Professional Staff

Staff: Paul Heck, CFIO; Kathy Stevenson, Manager, Quality, Risk & Patient Experience

Guests: Bill Meredith, Healthtech

Regrets: Colleen Butler; Alan Dresser; John Murray; Dr. Ihab Khalil

1. WELCOME & CALL TO ORDER

1.1 Quorum

M. Martin welcomed the Directors to the meeting and advised there was a quorum.

1.2 Declaration of Conflict of Interest

M. Martin reminded those in attendance of their responsibilities as Board members with respect to the conflict of interest as outlined in the Corporation's Bylaws and asked if anyone present wished to declare a conflict of interest. No declarations were made.

1.3 Amendments to the Agenda

The below items were moved up to the beginning of the agenda:

- Chief Staff Report
- In-camera agenda

Motion: Moved by J. Tweedy, seconded by C. Morden.

"That the Board of Directors accepts the agenda as amended."

All in favour. Motion passed.

1.4 Resignation of Mike MacEachern

M. Martin advised that Mike MacEachern has resigned from the Board to pursue other opportunities.

2. PRESENTATIONS

- **Accreditation – Kathy Stevenson**

K. Stevenson provided a presentation advising that the Hospital received Accreditation with Exemplary Standing. Stevenson met 1782 (99%) of the Accreditation Standards and 100% of the Required Organizational Practices. Stevenson has been accredited for 4 years.

At this point in time, K. Stevenson left the meeting.

- **Health Information Systems (HIS) - Healthtech, Bill Meredith**

Bill Meredith provided a presentation entitled "HIS Business Case Draft Report dated January 6, 2017", a copy of which is included in the minute book.

The business case presented highlighted the total cost of ownership of the preferred 3-site Partnership to share a single HIS amongst Southlake Regional Health Centre, Stevenson Memorial Hospital, and Markham Stouffville Hospital, as well as the anticipated benefits, capital and operating costs, and value for money.

Following the presentation, B. Meredith entertained several questions from the Board.

Dr. S. Ambreen joined the meeting at this point in time.

The Board thanked J. Meredith for his informative presentation and he left the meeting.

3. CONSENT AGENDA

1.1 **Board of Directors Minutes– January 5, 2017**

1.2 **Quality Committee Minutes – January 10, 2017**

1.3 **Governance & Nominating Committee Minutes – January 13, 2017**

1.4 **Finance Committee Minutes – January 19, 2017**

Motion: Moved by D. Blendick, seconded by R. Jurmalietis.

"That the Board of Directors accepts the consent agenda as presented."

All in favour. Motion passed.

4. Chief of Staff Report

Dr. B. Nathanson referenced his written report highlighting the following:

- Chief of Obstetrics - Will be commencing recruitment; a formal process will be utilized to ensure equity amongst candidates.
- Medically Assistance in Death (MAID) - took part in the policy development process at Southlake using the College of Physician & Surgeons of Ontario (CPSO) standard

template. Currently, there are no physicians locally to assist with MAID. In the meantime, if there is a request, please contact the Dr. Nathanson, Chief of Staff, who can facilitate this in an appropriate manner. A policy is being drafted for Stevenson.

5. In Camera Session

Motion: Moved D. Blendick, seconded by J. Tweedy.

"That the Board moves to the in-camera session." All in favour. Motion passed.

Motion: Moved by R. Jurmalietis, seconded by D. Blendick,

"That the Board move back into the open session." All in favour. Motion passed.

The Board Chair advised that the following motion arose from the in-camera session:

Motion: Moved D. Blendick, seconded by C. Morden.

"That the Board of Directors accepts the recommendation of the Medical Advisory Committee and approves the 2017 Professional reappointments." All in favour. Motion passed.

6. BUSINESS ARISING

There was no business arising from the previous minutes.

7. SAFE, QUALITY CARE

7.1 Patient Experience

There was no patient experience to report.

7.2 Critical Incident Report

There were no critical incidents to report.

7.3 Report of Chair, Quality Committee

J. Tweedy advised that a review of all hospital equipment has been completed and a centralized Preventative Maintenance database is being created. Originally, it was hoped that the database would be completed by March 31st, however P. Heck indicated this is not the case and would take some more time.

8. CHAMPIONS OF CARE

8.1 Report of Chair, Human Resources Committee

D. Blendick advised that the HR Committee will next meet in March and will focus on development of the SMH executive compensation framework.

9. POWER IN PARTNERSHIPS

9.1 Report of Chair, Communications Committee

C. Morden advised that the CEO has been focusing on community engagement around the redevelopment.

10. FINANCIAL HEALTH

10.1 Report of Chair, Finance Committee

In the absence of A. Dresser, P. Heck advised the following:

- **Financial Statements as at December 31, 2017**
Provided a finance presentation which showed a surplus of \$12,561 for the month of December and a year-to-date surplus of \$61,874.

Dr. Ambreen left the meeting at this point in time.

- **2017/18 Hospital Annual Planning Submission (HAPS)**
Provided a high level presentation on the 2017-18 HAPS advising that it's a prudent operating budget. Management has looked at closing gap with expenses which is very challenging when the majority of the budget is wages. Stevenson continues to be very streamlined organizing gapping positions, when possible, to achieve savings.

The budget assumes that the Hospital will receive restoration of base funding of approximately an additional \$500,000 that the Central Local Health Integration Network indicated it would be eligible to receive, however has not yet received confirmation of such funding.

Balancing the budget is imperative to improve cash flow, current ratio and optimize overall financial health. The goal of the Hospital is to continue to maintain quality patient care while balancing its budget and to continue to provide all of the high quality services that it currently provides. At this point in time, no service reductions are expected, however if the Hospital is unsuccessful receiving the restoration of base funding, it may have to consider such cuts.

Following a meaningful discussion, the Board passed the following motion:

MOTION: D. Blendick, seconded by P. Edmonds.

"That the Board of Directors accepts the recommendation of the Finance Committee and approves the 2017-18 Hospital Annual Planning Submission showing a surplus of \$47,120 at the bottom line (after amortization).

All in favour. Motion carried.

At this point in time, W. Fairley left the meeting.

- **Health Information System (HIS)**

P. Heck advised that a Letter of Intent is being signed between the three organizations and the contract is being finalized with legal.

The Foundation is looking to undertake a special fundraising campaign of \$8 million, of which \$5 million will be allocated for HIS capital costs. As the Hospital will have to pay for the implementation of the HIS before enough funds can be raised by the Foundation, the Hospital is looking to set up a capital bank loan of approximately \$5 million to meet the short term cash needs of the Hospital. The borrowing costs will become part of the HIS costs funded by the Foundation.

It was noted by M. Martin that with the significant new and immediate requirement to fund HIS costs, the Hospital will unlikely be able to proceed beyond the Stage 2 Redevelopment submission without receiving approval from the Ontario Government for Planning Grants to cover the costs of preparing and submitting Stage 3 and Stage 4 submissions. Ideally, we will get "Approved Project" status after we submit our Stage 2 documentation.

*Moved by D. Blendick, seconded by R. Jurmalietis,
"That the Stevenson Memorial Hospital (SMH) Board of Directors endorses a Health Information System (HIS) partnership between Stevenson Memorial Hospital, Southlake Regional Health Centre (SRHC) and Markham Stouffville Hospital (MSH),*

And, subject to SMH's and SRHC's approval of the language in a proposed Meditech Health Information System (HIS) Software Agreement amendment that the Board Chair and CEO be authorized to:

- *Sign a Letter of Intent, with MSH and SRHC for a HIS partnership on the Meditech HIS platform; this currently being represented in a draft form entitled "Letter of Intent for Shared MEDITECH system" V7 January 25, 2017, and,*
- *Instruct MSH to sign an amendment to their HIS Software Agreement that extends the right to use certain licensed software to SMH.*
- *Enter into debt facilities in order to fund this undertaking with an estimated capital cost of approximately \$5.6 million as referenced in the Healthtech value for money draft report dated January 30, 2017. These new debt facilities are for the purposes of an HIS Renewal intended to achieve EMRAM level 6 and should not exceed \$5.6M and be for a term of no longer than 10 years, as outlined in the BMO offer letter dated 1/26/17 and RBC offer letter dated 1/26/17.*

It is understood that prior to receiving a funding commitment from the bank, written confirmation from the SMH Foundation committing to the raising of sufficient cash with which to pay the funded liabilities including interest costs must be obtained prior to final execution of the Letter of Intent for Shared MEDITECH system and MEDITECH license agreements.

The SMH CEO and Board Chair are authorized to enter into a two-hospital HIS partnership between SMH and SRHC on the Meditech platform in the event that MSH elects not to enter in to the three-hospital HIS partnership.”

11. BUILDING THE BEST

11.1 Report of Chair, Stevenson Redevelopment Committee

P. Edmonds advised the following:

- Kick-Off meeting was previously held with Hospital Senior Leadership to commence Stage 2 of the Redevelopment Submission.
- Received a letter from the Minister of Health about the Hospital’s process we are following for redevelopment. The letter confirmed that Stevenson does not have an approved project, however did encourage the Hospital to continuing working towards getting such approval.

12. OTHER

12.1 Report of Chair, Governance & Nominating Committee

This item was deferred as John Murray absent from meeting.

12.2 Report of Chair, Executive Committee

There was no meeting of the Executive Committee.

13. REPORTS

13.1 Report of President & CEO

- Dr. Dave Williams will be retiring from SRHC later this year.
- The County of Simcoe CEO’s met last week and unanimously supported Stevenson to be a top priority group eligible for county funding for our redevelopment project. J. Levac will be making a deputation to the County of Simcoe in March.
- Working with COHPA on an RFP for Strategic Planning. The Board will be presented with 4 proposals and the Board will decide on the preferred vendor.
- Will be making a deputation to the New Tecumseth Council regarding bingo/casino and requesting that revenue derived would be put towards the Hospital’s HIS project.
- Recognized and thanked the senior team for their hard work and their continued commitment.

13.2 Report of Chief Nursing Executive

- Continue to have surge challenges in the Hospital. Have implemented daily bed management meetings to look at patient flow. Hospitals are required to update the LHIN daily on their surge activities.

- Completing a deep analysis of Stevenson's ER regarding clinical activity as the growth continues. Will be presented to the Board once complete.
- Looking at "Transforming Care" at Stevenson; at some point, will be providing a presentation to the Quality Committee and subsequently, the Board.
- Stevenson is partnering to implement the Provincial Digital Quality-Based Procedures (QBP) Order Sets Program as part of 75 hospitals across the province by March 2018. This initiative is funded by the Ministry of Health and is a voluntary provincial program clinical and quality initiative focused on accelerating the adoption of QBP Clinical Handbooks while providing time-saving and ready-to-use tools to implement more standardized, evidence-based, high quality patient-centred health care practices. These efforts will dovetail with the requirements for the new Meditech HIS installation.

13.3 Report of President of Professional Staff

Dr. Ambreen's report was circulated with the agenda and there were no questions

13.4 Report of Auxiliary President

D. Munro referenced the Smock Talk that had been circulated to the Board. She advised that the Auxiliary will be donating a cheque in the amount of \$25K to the Foundation.

The Board sincerely thanked the Auxiliary for their continued support of the Hospital.

13.5 Report of Foundation Board Chair

In addition to her written report, Marg Barber highlighted the following:

- Gala is now sold out.
- Excited to start their next fundraising campaign to support HIS, annual critical equipment needs, and the redeveloping planning costs over the next 2-3 years. The campaign is expected to be in the \$8-\$10M range.
- Referenced the updated Naming Opportunities document for Redevelopment which included changes proposed at the last meeting.

M. Barber advised that she did not receive any further comments from the Board on the Case for Support that was presented at the last meeting.

Motion: Moved by P. Edmonds, seconded by C. Morden.

"That the Board of Directors approves the Case for Support presented by the Foundation as the previously meeting." All in favour. Motion carried.

13.6 Report of Hospital Board Chair

M. Martin advised that he has nothing further to report to the Board.

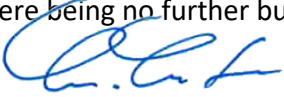
Motion: Moved by D. Blendick, seconded by R. Jurmalietis.

*"That the Board of Directors receives all reports as presented"
All in favour. Motion passed.*

14 Next Meeting Date

The next Board meeting will be held on Thursday, March 2, 2017.

There being no further business, the meeting adjourned at 8:30 PM.



Michael Martin, Board Chair

Recording Secretary: Sharon Knisley