

Markham Stouffville Hospital

Regular Board Meeting

Meeting Summary

January 31, 2019

Mr. Tom Barlow, Chair, called the meeting to order at 5:30 p.m. on January 31, 2019.

APPROVAL OF CONSENT AGENDA

The Board approved the following items contained in the Consent Agenda:

- Board of Directors Meeting Agenda January 31, 2019
- Board of Directors Meeting Minutes November 29, 2018
- CNE Report
- Financial Performance – YTD November 2018
- Investment Update
- Operation Policy
 - Contract Signing Authority
- Use of Consultants

EMERGING ISSUES

Ms. B. Steed provided an update on the recent code grey as a result of a flood.

Mr. D. Gerrard stated that he was impressed with the way the team handled the situation.

CEO AND COS REPORT

Ms. J. Marr and Dr. C. Geenen presented the CEO and COS reports, highlighting the following:

- At November 30, 2018, the hospital continues to remain in a surplus position of \$7.2M. The cost per weighted case is now below target.
- All Three SHINE partners are now live on MEDITECH Expanse.
- New activities in the hospital include the opening of an integrated stroke unit and enhanced oncology inpatient care.
- Cancer Care Ontario awarded the hospital funding for a new hematologist.
- The strategic plan officially launched today and a launch event was held in the lower link lobby, which was well attended. A video was shared.
- Dr. Rueben Devlin released his first report from his committee on Hallway Health Care. The report is in alignment with the new Strategic plan.
- An update on strategic goals with respect to leadership and education, which included, reframing Interprofessional Collaborative Practice for a larger academic and research vision and redesigned leadership Forum.
- Projector has been selected to lead the hospital's rebranding and the projected costs include planned wayfinding and signage improvements.
- Master planning has started, which is important for Uxbridge development, future strategic planning for the Markham
- A steering committee has been struck to evaluate professional staff- management relationships and look at a framework for collaboration.

A discussion was held on how the new strategic plan that will be communicated to the general community and the different ethnic groups within the community.

CREDENTIALING REPORT

The credentialing report was approved.

Departmental highlight – laboratory medicine

Dr. Golnar Rasty, Chief of Laboratory Medicine presented a summary of the Laboratory Medicine and Pathology department.

Mr. S. Fitch congratulated the team on the short pathology results turnaround time.

PATIENT STORY

A patient story was shared.

FINANCE AND AUDIT COMMITTEE REPORT

Mr. Bob Nicholson presented an update from the Finance and Audit Committee, highlighting the following:

2019/20 Capital Budget

The hospital's 2019/20 capital budget has been developed in conjunction with the operating budget. A \$13.4M capital budget is being recommended for fiscal 2019/20 for approval.

The MSH Foundation and Uxbridge Cottage Hospital Foundation donation targets are \$6M and \$0.5M respectively; MSH has sufficient working capital to accommodate this approved capital spend.

The Board approved the 2019/20 Capital Budget.

2019/20 Operating Budget and Hospital Accountability Planning Submission (HAPS)

The fiscal 2019/20 HAPS is due to the Central LHIN by January 31, 2019. The completion of the annual operating budget is key to the completion of HAPS. A balanced budget will be submitted to CLHIN for fiscal 2019/20. A plan has been developed to reduce the organization's percentage of budget spent on overhead by 1%.

The Board approved the 2019/20 Operating Budget and Hospital Accountability Planning Submission (HAPS).

Other Highlights of the Finance & Audit Committee:

Multi-Year Financial Plan

The multi-year financial plan has been updated. An \$8.1M surplus is currently being forecast in fiscal 2018/19. The 2019/20 budget process is well under way and hospital leadership is projecting a balanced budget in fiscal 2019/20. The Finance and Audit Committee has asked that an external review of the multi-year financial plan be conducted in 2019 to validate approach and key assumptions.

GOVERNANCE COMMITTEE REPORT

Mr. Glenn Winder presented an update from the Governance Committee, highlighting the following:

Director Recruitment

The Board of Directors completed the 2019/20 Succession Planning survey in November. The results from the survey will be used in identifying officer and committee leadership roles for the 2019/20 Board cycle.

The Governance Committee will continue to work on director recruitment and identify potential Board officer candidates through the process.

For the current Board year, the Governance Committee recommends the appointment of Mr. Bob Nicholson as Vice Chair and Mr. Mark Boehmer as Second Vice Chair.

The Board approved the appointments of Mr. Bob Nicholson and Mr. Mark Boehmer.

Director Recruitment Posting

All applications received for the Board position will be reviewed by the recruitment selection panel. Interviews will be conducted in February.

Development and Planning Committee

At the November 29th Board meeting, the Governance Committee provided an update on the need for dissolution of the Special Committee and establishment of a Development and Planning Committee.

The Board approved the dissolution of the Special Committee of the Board and the establishment of the Development and Planning Committee.

Board Evaluation

OHA Board Self-Assessment Tool

A discussion was held on some of the comments received from the survey. The Board members were asked to provide a comment on the evaluation form if they had any concerns regarding the number of Board committees.

Board Member Evaluation Tool

Board Member Evaluation survey for 2018/19 was sent to all Board and community members at the beginning of January. The Board Chair and Governance Committee will review the evaluation results and share feedback with the Board.

Corporate and Professional Staff By-laws / Board Policy Manual Review

Additional time is required for the review of the by-laws and the Board of Directors Policy Manual. The updated by-laws and policy manual will be brought forward at the March Board Meeting. A special meeting of the members will be required to approve the by-laws once they are approved by the Board.

QUALITY COMMITTEE REPORT

Mr. Luca Rotta Loria provided an update from the Quality Committee, highlighting the following:

Preventive Maintenance Program

Biomedical services maintain 5,983 devices and all maintenance activities on these systems are tracked in a computerized maintenance management system.

Patient Incident Report- Falls

There has been dramatic reduction in fall rates in the adult inpatients. The team continues to work on preventive strategies to reduce falls rates.

Alongside Midwifery Program

MSH is the first hospital in Canada to have an Alongside Midwifery Unit (AMU). AMU is a partnership with MSH, Ministry of Health and Long-Term Care (MOHLTC), two Midwifery Practice Groups and McMaster University.

Quality Improvement Plan (QIP)

A QIP video was shared.

HUMAN RESOURCES COMMITTEE

Ms. F. DiCarlo provided an update from the Human Resources Committee, highlighting the following:

2018/19 CEO Accountability Agreement

Reviewed results from the CEO's Accountability Agreement was highlighting that the Extraordinary Patient Experience goals will not be completed this fiscal year because it is a multi-year initiative. The Inter-professional Collaborative Practice initiative still remains red. It has become apparent that Inter-professional collaborative practice is a tactic rather than the destination. As a result, the team will need to develop an academic and scholarship vision and mission, which will take much of 2019/20 to complete in order to achieve consensus and the proper level of engagement. The committee directed the CEO and COS to establish reasonable objectives for this strategic priority for the final quarter (Q4) of 2018/19.

2018/19 COS Accountability Agreement

Dr. Geenen was unable to attend the Human Resources Committee meeting. She had spoken with Ms. M. Mendes-d'Abreu prior to the meeting. No concerns were noted.

2018/19 Human Resources Committee Terms of Reference

The committee reviewed the Terms of Reference and a change was recommended.

Union Activity Update

An update was provided on the CUPE vote that was held on Tuesday, January 22nd for the clerical staff. CUPE won the vote. Clerical staff are now unionized.

MSH FOUNDATION REPORT

Mr. A. Oudabachian provided an update on behalf of the MSH Foundation highlighting the following:

- Chinese New Year will be celebrated with Fortune Leadership Council on February 11th.
- \$13.5k was raised between the Boards for the Bear Necessities – Battles of the Boards.
- A local developer has donated \$100,000.
- Five hospital tours were conducted with twenty prospective donors.
- Annual Gala, Mamma Mia is scheduled for April 12th. Proceeds will support orthopedic surgery.

The meeting concluded at 7:20 p.m.



Chair
Tom Barlow



CEO
Jo-anne Marr