

**GRAND RIVER HOSPITAL
MINUTES OF A PUBLIC MEETING
OF THE BOARD OF DIRECTORS
HELD ON SEPTEMBER 22, 2009
IN THE FREEPORT BOARDROOM**

PRESENT:

Walker, B.
Maxwell, M.
Bellew, G
Gazzola, J.
Delamere, D
Jolly, S.
Uffelmann, D.
Halloran, B.
Evans, J.

Wideman, J
Maki, P
Collingwood, B.
McIlwham, K.
Matyas, C
Trafford, R.
Bleaney, T.
Weiler, B.

REGRETS

O'Brien, M
Sharma, A.

STAFF:

Lillepold, A.
Cheal, B
Higgs, G.
Mah, T.

Rajaballey, J.
Karjaluo, M.
Robertson, S.

Recording Secretary: J. Eggleton

1.0 CALL TO ORDER

B. Walker called the meeting to order at 4:00 p.m.

1.1 APPROVAL OF MINUTES

MOTION:

**IT WAS MOVED BY R. TRAFFORD AND SECONDED BY G. BELLEW THAT THE BOARD OF DIRECTORS APPROVE THE MINUTES OF THE AUGUST 25, 2009 PUBLIC MEETING OF THE BOARD AS CIRCULATED.
CARRIED.**

1.3 ACCEPTANCE OF AGENDA

Approved as circulated.

1.4 DECLARATION OF CONFLICT OF INTEREST

None.

2.0 QUALITY REVIEW

None.

3.0 BOARD EDUCATION SESSION

None.

4.0 BOARD COMMITTEE REPORTS

4.1 GOVERNANCE COMMITTEE

J. Evan noted that the Governance Committee is currently working on a delegation of authority policy as well as terms of reference for an executive compensation committee. The executive compensation committee would focus on the compensation for the Chief Executive Officer and the Chief of Staff. If any board members have input they would like to add on either the delegation of authority policy or the terms of reference for the executive compensation committee please direct that input to J. Evans.

4.2 RESOURCES COMMITTEE

No report.

4.3 PROGRAMS & SERVICES COMMITTEE

B. Weiler noted that at their September meeting, the Programs and Services Committee toured the childbirth and children's units. These programs will present to the committee at their orientation session taking place on September 24th. The programs will present on their quality goals and on patient safety and quality improvement initiatives.

The following activities are in progress in an effort to improve our HSMR:

- quality of care reviews
- education on documentation
- implementation of best practice guidelines
- improved coding

B. Halloran arrived.

5.0 STRATEGIC MATTERS

5.1 MOTION: COMMUNITY ENGAGEMENT COMMITTEE TERMS OF REFERENCE

A copy of the revised Terms of Reference for the Community Engagement Committee was included in the Board package for review and approval. This committee was previously called the Relationship Management Working Group. In accordance with good governance principles, the terms of reference for all board committees and sub-committees are reviewed annually. The terms of reference have undergone extensive review by the committee and the Governance Committee. The revised terms of reference broaden the scope of this committee, engaging all stakeholders.

The question was asked as to whether the staff representative on the committee should be listed as ex-officio. It was agreed that all our committee terms of reference should be reviewed to ensure that we are consistent with how we list our staff members on board committees.

Action: K. Cavrag to review board committee terms of reference to ensure consistency when listing staff members on the membership.

MOTION:

**IT WAS MOVED BY J. EVANS AND SECONDED BY B. WEILER THAT THE BOARD OF DIRECTORS APPROVES THE TERMS OF REFERENCE FOR THE COMMUNITY ENGAGEMENT COMMITTEE (3-C-21).
CARRIED.**

The approved terms of reference will be part of the Board Manual and available on-line.

S. Jolly arrived.

5.2 MOTION: IT PLAN

A copy of the draft IT Strategic Plan was pre-circulated in the Board package for review and approval.

The IT Strategic Plan serves as an advisory input to the Grand River Hospital strategic and operating plan. Therefore, approval of the IT Strategic Plan by the Board of Directors is a required.

The IT Strategic Plan 2009 to 2011 has been developed to address the information technology needs of Grand River Hospital. Stakeholder consultation has occurred throughout the hospital in the spring and summer of 2009.

The IT Strategic Plan is consistent with the context and priorities of Waterloo Wellington Local Health Integrated Network eHealth office and the strategic consultative work performed by Healthtech consultants in 2008.

The IT Strategic Plan was reviewed and discussed by the Resources committee of the Board of Directors in February 2009.

To complete the approval process, the Resources Committee of the Board of Directors directed the IT Strategic Plan to the Board of Directors for consideration.

The IT Strategic Plan is based on four elements:

- Continue development of the Electronic Health Record
- Improve effectiveness of IT operations
- Enable transformation of selected business processes through adoption of technology
- Facilitate information exchange with regional partners

It was agreed that as we move forward, the IT Strategic Plan needs contain stronger links to the hospital's Operating and Strategic Plans. The plan should also layout out the specific steps to move forward in the implementation of the plan.

MOTION:

**IT WAS MOVED BY D. DELAMERE AND SECONDED BY J. WIDEMAN THAT THE BOARD OF DIRECTORS ACCEPT AND APPROVE THE IT STRATEGIC PLAN 2009 TO 2011 AS CIRCULATED.
CARRIED.**

6.0 OPERATIONAL MATTERS

6.1 METRICS REPORT

Included in the Board package for information.

It was noted that our wait time for cancer surgery is on an improving trend. This is a key indicator with Cancer Care Ontario.

Cambridge Memorial Hospital has put in a proposal for an MRI. If this proposal is successful, it could decrease our MRI wait times.

North Wellington Health Care has purchased a CT scanner which will be operating in November. We expect that this will decrease our wait times for CT scans.

Under the staff transfers metric it was discovered that there was a definition error, which was causing an error in our number. This will be corrected in next month's metric report.

We have seen some modest improvements in patient movement in our Emergency Department. Patients are getting moved out of the Emergency Department sooner, as we have fewer beds being occupied with ALC patients than one year ago. Congestion in the Emergency Department is improving, but we are still experiencing wait times higher than our target.

7.0 EXECUTIVE HIGHLIGHTS

7.1 FOUNDATION

Included in the Board package for information.

It was noted that the Foundation staff have been working incredibly hard over the last several months, particularly working on the Ride with Lance event. It was agreed that B. Walker will write a letter of appreciation to the Foundation on behalf of the Board.

Action: B. Walker to send letter of appreciation to Foundation staff.

7.2 PROFESSIONAL PRACTICE REPORT

Included in the Board package for information.

7.3 CHIEF OF STAFF

Included in the Board package for information.

7.4 PRESIDENT & CHIEF EXECUTIVE OFFICER

Included in the Board package for information.

It was reported that the Ontario Renal Network is now operating under Cancer Care Ontario's administrative umbrella to plan, fund, improve and set quality standards for renal care in Ontario. It is expected that this will be a trend and other secretariats will be brought under the Cancer Care Ontario umbrella.

Staff at the WWLHIN have recognized the need by hospitals to advance budget planning timelines given the limited growth in funding which is anticipated. Hospitals are still not certain what the growth funding will be and therefore need to plan a number of initiatives and options.

Congratulations were given to M. Maxwell for his election to the Ontario Hospital Association's Board of Directors.

C. Matyas arrived.

7.5 CHAIR

B. Walker met with the Chair of St. Mary's General Hospital (SMGH) Board of Trustees to discuss the relationship between the two hospitals going forward. It was agreed that we will work with SMGH as we continue to strengthen our quality program. Because we share a common medical staff, it will be important to have common methodology and language for our quality programs between both hospitals. It was also discussed that NWHCC could play a role as we work with SGMH to align our quality programs.

B. Walker will be attending an OHA leadership conference next month and will provide an update from that conference at the October board meeting.

8.0 MATTERS FOR CONSENT

8.1 BOARD EDUCATION OPPORTUNITES

Included in the Board package for information.

8.2 BOARD EDUCATION SUMMARY

For completion by the Board members if applicable.

8.3 OCTOBER BOARD CALENDAR OF EVENTS

Included in the Board package for information.

8.4 GRH BOARD 2009/10 MEETING SCHEDULE

Included in the Board package for information.

8.5 WWLHIN BOARD 2009/10 MEETING SCHEDULE

Included in the Board package for information.

8.6 BOARD WORK PLAN

Included in the Board package for information. The following changes were made to the board work plan:

- Add HR Strategic Plan - October
- Add Update on Scorecard and Measure – October
- Add Cash Flow Report – October
- Add Annual Quality Report – October (add to annual work plan going forward)
- Add Quality Conference – October
- Add Review of Patient Safety – January
- Move Annual Review of Patient Effectiveness and Efficiency to January
- Move Update from Community Engagement Committee to November

J. Evan will inform the Chair when the Governance Committee is ready to present a report on the HR Task Force.

8.7 COMMITTEE MINUTES

8.7.1 GOVERNANCE COMMITTEE MINUTES

Governance Committee minutes of September 9, 2009 are included in the Board package for information.

8.7.1.1 ATTENDANCE REPORT (AUG.08 – JUN.09)

Included in the Board package for information.

8.7.2 PROGRAMS AND SERVICES COMMITTEE MINUTES

Programs and Services Committee minutes of September 9, 2009 are included in the Board package for information.

8.7.3 RESOURCES COMMITTEE MINUTES

Resources Committee minutes of September 15, 2009 are included in the Board package for information.

8.7.4 MEDICAL ADVISORY COMMITTEE MINUTES

Medical Advisory Committee minutes of September 8, 2009 are included in the Board package for information.

8.7.5 EXECUTIVE COMMITTEE MINUTES

Executive Committee minutes of August 18, 2009 are included in the Board package for information.

8.8 CORRESPONDENCE

None.

8.9 WWLHIN PUBLICATIONS

Included in the Board package for information.

9.0 ADJOURNMENT

THERE BEING NO FURTHER BUSINESS, IT WAS MOVED BY J. WIDEMAN AND SECONDED BY T. BLEANEY THAT THE PUBLIC PORTION OF THE MEETING BE ADJOURNED.

CARRIED.

Malcolm Maxwell,
Secretary

Bryce Walker,
Chair