

**GRAND RIVER HOSPITAL  
MINUTES OF A PUBLIC MEETING  
OF THE BOARD OF DIRECTORS  
HELD ON SEPTEMBER 23, 2008  
FREEPORT BOARD ROOM**

**PRESENT:**

Bailey, K.  
Maxwell, M.  
Delamere, D.  
Evans, J.  
Gazzola, J.  
Maki, P.  
Trafford, R.

Weiler, W.  
Wideman, J.  
O'Brien, M  
Bellew, G.  
Matyas, C.

**REGRETS**

Walker, B.  
Bhatty, S.  
Bleaney, T.  
Halloran, B.  
Sharma, A.

**STAFF:**

Hewat, N.  
Sparks, E.  
Lillepold, A.  
Mah, T.

Robertson, S.  
Higgs, G.  
Karjaluo, M.  
Cavrag, K.

**Recording Secretary:** D. Flewwelling

**1.0 CALL TO ORDER**

K. Bailey called the meeting to order at 4:05 p.m.

M. Maxwell introduced Tina Mah, Vice President of Planning and Performance.

**1.1 APPROVAL OF MINUTES**

**MOTION:**

**IT WAS MOVED BY J. WIDEMAN AND SECONDED BY W. WEILER THAT THE BOARD OF DIRECTORS APPROVE THE MINUTES OF THE AUGUST 26, 2008 PUBLIC MEETING AS CIRCULATED.  
CARRIED.**

**1.2 ACCEPTANCE OF AGENDA**

From the In-Camera agenda item 3.1 Annual Report on K-W Plan was moved to the Public agenda under 4.0 Strategic Matters for Discussion as item 4.1.

From the In-Camera agenda item 4.1 Global Equity Fund Manager and item 4.2 Filing December 31, 2007 Actuarial Valuation Results were moved to the Public agenda under 5.0 Strategic Matters/Motions for Decision as item 5.1 and item 5.2 consecutively.

Item 5.3 Committee Chairs was added to the agenda from material circulated from K. Bailey.

From the Public agenda item 5.1 2008/09 Board Education Session Dates was moved and renumbered as item 5.4.

### **1.3 DECLARATION OF CONFLICT OF INTEREST**

None.

### **2.0 BOARD EDUCATION SESSION**

#### **2.1 NOVEMBER 19<sup>TH</sup> STRATEGIC PLANNING SESSION**

A proposed agenda for the Strategic Planning Session will be circulated to the Board prior to the October Board meeting. There will be a discussion of this agenda item for the October meeting. Staff will also provide environmental scan and reference documents in advance of the Planning Session.

**Action: Reference document and proposed agenda to be circulated to the Board prior to the October Board meeting.**

### **3.0 OPERATIONAL MATTERS**

#### **3.1 FINANCIAL STATEMENTS AS AT JULY 31, 2008**

The financial statements, for the period ending July 31, 2008, were included in the Board package.

As shown in the statements as of July 31<sup>st</sup>, 2008 we have a surplus of \$213,250. Activity volume has increased slightly over last year at this time with ALC at a higher level than planned. Steps are being taken to provide patient specific beds once the ED backup plan is in place. The ED was very close to target, under by 800 visits but this should get busier in the last four – five months of the year.

#### **3.2 METRICS REPORT**

Included in the Board package is the monthly metrics report.

M. Maxwell provided an analysis of ALC days and Average Resource Intensity Weight trends in the CEO report.

#### **3.3 CLINICAL IT REVIEW**

M. Maxwell reported that the Clinical IT Review study results completed by Healthtech were provided at the Resources Committee meeting. Since then there have been two meetings with Healthtech. It will be difficult to get to one system as there are significant problems in terms of operational moves that would have to be made and would entail a financial burden of approximately fifty million dollars. It is surprising also through the reporting that Meditech isn't the obvious choice and that McKesson is well suited to the hospital. The biggest cause of staff unhappiness in the McKesson IT systems may be that we aren't making optimum use of the tools available within the current software. A final report is expected in November.

### **4.0 STRATEGIC MATTERS FOR DISCUSSION**

#### **4.1 ANNUAL REPORT ON K-W PLAN**

The Annual Report on Management of the Pension Plan for Employees of Kitchener Waterloo Hospital covering the Year 2007 was included in the Board package

M. O'Brien reported that before this year, the last time the plan was reviewed was six years ago (2002) although it should be an annual process as stated in the report. Presently the Terms of Reference of the Pension Committee are under review to ensure appropriate pension oversight. The Pension Committee will investigate options, including HOOP and The Board will consider the strategic direction of the plan after review by Resources Committee.

## **5.0 STRATEGIC MATTERS/MOTIONS FOR DECISION**

### **5.1 GLOBAL EQUITY FUND MANAGER**

At the Pension Committee meeting on September 4<sup>th</sup>, 2007, the Pension Committee agreed to terminate Capital Guardian as the Global Equity Fund Manager as previously discussed with the Resources Committee. Global Equity Fund Manager interviews were conducted on September 4, 2008 and the Pension Committee agreed to split this portfolio between two fund managers, Walter Scott & Partners Limited and Marathon Asset Management with the funds split equally.

#### **MOTION:**

**IT WAS MOVED BY M. O'BRIEN AND SECONDED BY G. BELLEW THAT THE BOARD OF DIRECTORS APPROVE THE TERMINATION OF CAPITAL GUARDIAN AS GLOBAL EQUITY FUND MANAGER AND APPOINT WALTER SCOTT & PARTNERS LIMITED AND MARATHON ASSET MANAGEMENT TO REPLACE CAPITAL GUARDIAN AS THE GLOBAL EQUITY FUND MANAGER FOR THE K-W PENSION PLAN WITH THE FUNDS SPLIT EQUALLY AS PRESENTED.**

**CARRIED.**

### **5.2 FILING DECEMBER 31, 2007 ACTUARIAL VALUATION RESULTS**

At the Pension Committee meeting on September 4<sup>th</sup>, 2007, Gerry Schnurr and Leonie Girard-Aubertin from Towers-Perrin reviewed the December 31, 2007 Valuation Results. This plan remains in a surplus position on going concern basis even after a strengthening of its valuation assumptions to reflect a higher incidence of early retirement. If current valuation is not filed, then filing would be required as at December 31, 2008.

#### **MOTION:**

**IT WAS MOVED BY M. O'BRIEN AND SECONDED BY G. BELLEW THAT THE BOARD OF DIRECTORS RECOMMENDS THAT UPON THE ADVICE OF THE PENSION COMMITTEE, THAT THE K-W PENSION PLAN'S FUNDING VALUATION AS AT DECEMBER 31, 2007 IS FILED WITH PENSION REGULATORS AND THAT MANAGEMENT IS AUTHORIZED AND DIRECTED TO AFFECT THESE FILINGS AS PRESENTED.**

**CARRIED.**

### **5.3 COMMITTEE CHAIRS**

J. Kosalle has resigned from The Board and as a result his roles as Chair of Resources, Chair of Audit and Treasurer are vacant. If approved, Bryce Walker will assume Chair of Resources and Treasurer of the Board and B. Weiler will assume Chair of Program and Services.

Vacancies will still exist for Chair of Audit and Member of MAC. Members were encouraged to approach K. Bailey if interested in being a Board representative for MAC.

**MOTION:**

**IT WAS MOVED BY D. DELAMERE AND SECONDED BY M. O'BRIEN THAT THE BOARD OF DIRECTORS APPROVE B. WALKER TO ASSUME CHAIR OF RESOURCES AND B. WEILER TO ASSUME CHAIR OF PROGRAM AND SERVICES FOR THE BALANCE OF THE 2008/09 BOARD YEAR.  
CARRIED.**

**Action: Changes in signing authority of the Board are required.**

**5.4 2008/09 BOARD EDUCATION SESSION DATES**

Two education sessions and one strategic planning session are to be scheduled for 2008/09. If approved, the Board Education dates for 2008/09 will be forwarded to the Board Members and the members of the Senior Management Team.

**MOTION:**

**IT WAS MOVED BY D. DELAMERE AND SECONDED BY G. BELLEW THAT THE BOARD OF DIRECTORS APPROVE THE PROPOSED BOARD EDUCATION MEETING DATES OF FEBRUARY 18, 2009 AND MAY 20, 2009 AND THE STRATEGIC PLANNING SESSION DATE OF NOVEMBER 19, 2008 FOR 2008/09.  
CARRIED.**

**6.0 EXECUTIVE HIGHLIGHTS**

**6.1 FOUNDATION**

N. Hewat reminded the Board that the Foundation's Signature event will be sold out soon and if members are interested in attending, please contact her. Public notification of the event will occur in the next couple of weeks.

The Deer Ridge Golf Course hosted a golf tournament September 22<sup>nd</sup> with proceeds to be split between SMGH and GRH. There has been no final confirmation of the amount raised, however total proceeds were estimated to be approximately \$100,000. This was a boost for both hospitals that will see this event being repeated next year. Both M. Maxwell and M. Taylor spoke at the event.

The GRRCC Anniversary will be celebrated on Friday, October 24<sup>th</sup>, which will attract media, the Ministry and a large number of donations.

**6.2 CHIEF OF STAFF**

The Chief of Staff report is included in the board package for the Board's information.

M. Maxwell referred to the report on page 19 of the Board package in A. Sharma's absence. M. Walker, President and CEO, St. Joseph's Health Centre is leading a WWLHIN review of the Complex Continuing Care programs. Her presentation to MAC and the LHIN was well received.

**6.3 PRESIDENT & CHIEF EXECUTIVE OFFICER**

The President & Chief Executive Officer Report is included in the Board package for the Board's information and is attached to form part of the minutes.

M. Maxwell added one addition to his report. There has been discussion with LHIN on the feasibility of using space beds at the Freeport site for transition beds should funding become available. We are continuing to explore this over the next couple of months. We are fortunate to have the Freeport site and a potential to make approximately 40 beds available if need be. Although there is interest, staffing, nursing care and particular populations would have to be sorted out, along with whose responsibility it would fall under (GRH or LHIN).

As provided for in the 2008/09 Operating Plan, a 30 bed ALC unit opened in May at Freeport. Progress on the ALC issue is key to both meeting our operating budget and to improving Emergency Department flow. One in four of our beds are currently being used for ALC. If this continues we will be over budget for ALC. The CCAC will begin a new service offering up to the 8 hours per day of personal care at home in an effort to improve discharges of ALC patients. CCAC will also be working with us to achieve time savings in the discharge of acute patients.

K. Bailey would like Board members to learn what they can about the ALC issue before the Strategic session and think about what options could be looked at within our ministry not just our hospitals.

## **6.4 CHAIR**

K. Bailey reminded Board members of the Gala Foundation Event on November 1<sup>st</sup>, and also the OHA HealthAchieve Conference on November 3<sup>rd</sup>, 4<sup>th</sup>, and 5<sup>th</sup> at the Toronto Convention Centre. J. Wideman and S. Robertson will be attending the WWLHIN Board Meeting this week. K. Bailey pointed out from the OHA Executive Reports, a report on Health Care, page 68 the Amalgamation of St. Peter's Hospital and Hamilton Health Sciences (an arrangement between the sites for ALC patients).

## **7.0 MATTERS FOR CONSENT (FYI ONLY)**

### **7.1 BOARD EDUCATION CALENDAR**

Included in the Board package for information.

### **7.2 BOARD EDUCATION SUMMARY**

For completion by the Board members if applicable.

### **7.3 BOARD CALENDAR OF EVENTS**

Included in the Board package for information.

### **7.4 BOARD 2008/09 MEETING SCHEDULE**

Included in the Board package for information.

### **7.5 WWLHIN BOARD MEETING SCHEDULE**

Included in the Board package for information.

### **7.6 BOARD WORK PLAN**

Included in the Board package for information.

## **7.7 COMMITTEE MINUTES**

### **7.7.1 MEDICAL ADVISORY COMMITTEE**

Medical Advisory Committee minutes for September 9, 2008 are included in the Board package for information.

### **7.7.2 PROGRAMS AND SERVICES COMMITTEE**

Programs and Services Committee minutes for September 10, 2008 are included in the Board package for information.

### **7.7.3 GOVERNANCE COMMITTEE**

Governance Committee minutes for September 2, 2008 are included in the Board package for information.

### **7.7.2. RESOURCES COMMITTEE**

Resources Committee minutes for September 10, 2008 are included in the Board package for information.

### **7.6 JUNE CREDENTIALING REPORT**

Included in the Board package for information.

### **7.9 OHA PUBLICATIONS**

Included in the Board package for information.

### **8.0 ADJOURNMENT**

**THERE BEING NO FURTHER BUSINESS, IT WAS MOVED BY D. DELAMER AND SECONDED BY G. BELLEW THAT THE PUBLIC PORTION OF THE MEETING BE ADJOURNED.  
CARRIED.**

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Malcolm Maxwell,  
Secretary

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Kris Bailey,  
Chair