



Chair: Rick Horst

Elected Directors: Jake Arnold, Director
Brian Bentz, Director
Doug Frost, Director
Michael Gleason, Director*
Robert Hall, 1st Vice Chair

Harry Hughes, Director
Kirsten Parker, 2nd Vice Chair
Jeff Scott, Director
Michael Smith, Director

Ex-Officio Directors: Dr. Geoffrey Bond, President, Medical Staff
Wayne Hubbard, President, RVH Auxiliary
Dr. Don DuVall, Vice President, Medical Staff

Dr. Jim Shaver, Chief of Staff
Janice Skot, President and CEO

Staff Resources: Eric Dean, CEO, RVH Foundation
Shelley Ditty, VP, Planning & Support Services
Joni Jones, Sr Administrative Assistant, Recorder
Suzanne Legue, Chief Communications Officer

Hilary Rodrigues, VP, Chief Financial Officer
Wendy Sallows, Governance & Partnership Liaison
Nancy Savage, Executive Vice President
Dr. Chris Tebbutt, VP, Academic & Medical Affairs

Regrets: Ed Archer, Director
Sharon Partridge, Interim Chief Nursing Officer

Shari Elliott, Director **partial attendance*
*** via teleconference*

Guests: Anne Corbett, BLG**
Joanna Dunlop, Leader *be Excellent*
Dr. Kerstin Mossman, Medical Staff Association

Iris Laycock, Coordinator, Health & Wellness
Dr. Sandy McDonald, Medical Staff Association

1.0 CALL TO ORDER

The Board Chair called the meeting to order at 4:00 pm.

Quorum - There being only three regrets, quorum was attained.

Declaration of Conflicts - No conflicts of interest noted.

Approval of Agenda - It was *duly moved, seconded and carried* to accept the November 26, 2013 agenda as circulated.

The Chair reviewed items enclosed in the Board file before them.

2.0 SPECIAL PRESENTATION #1

The Board Chair welcomed Iris Laycock, Coordinator, RVH Health & Wellness, and congratulated and thanked her for her participation in the OHA's Quality Healthcare Workplace Award submission and subsequent receipt of the Gold award.

3.0 EDUCATION SESSION

Anne Corbett, BLG joined the meeting via teleconference and provided an education session on Physician Credentialing reviewing the legal framework and role and duties of the board; the medical staff structures; the appointments process, roles and responsibilities; and board role in appointments.

A discussion ensued.

The Board Chair thanked Anne for her informative presentation.

Dr. Sandy McDonald and Dr. Kerstin Mossman were excused at 16:56.

2.0 SPECIAL PRESENTATION #2

The Board Chair welcomed Shelley Ditty, VP, Planning & Support Services who introduced Joanna Dunlop, Leader *be Excellent*, and Art Committee member, to the meeting. Board members were provided a review of the committee and its representatives within the community. The art vision at RVH focuses on Canadian and contemporary fine art and partnerships within RVH and the community, including Georgian College, McLaren Art and in-house physicians at RVH.

The President & CEO congratulated and thanked Shelly Ditty and Joanna Dunlop for their ongoing leadership on this project.

Joanna Dunlop was excused at 17:08.

4.0 CONSENT AGENDA

The following consent agenda items were pre-circulated:

- Minutes of Board Meeting (Sept 24)* - *to be approved*
- Capital Redevelopment Steering Committee Minutes (May 23 13)* - *to be received*
- Capital Redevelopment Steering Committee Report (Oct 17 13)* - *to be received*
- Executive Committee Minutes (June 18, Sept 6 13)* - *to be received*

The following motion was *duly moved, seconded and carried*:

WHEREAS the Local Health System Integration Act, 2006 (the "Act"), section 27. (1), allows for health service providers to integrate services with those of another person or entity; and

WHEREAS Section 27(3) (a) of the Act requires a health service provider to give notice to a LHIN of any integration that relates to services that are funded, in whole or in part, by the LHIN; and

WHEREAS the MSK Steering Committee is recommending implementation of a LHIN-wide MSK Program to achieve the provision of timely, equitable access to orthopedic care with optimal outcomes for all residents in the NSM LHIN through evidence-based, people-centered care delivered in an efficient, effective and sustainable manner; of significance, the key elements and vision provided within the MSK LHIN-Wide Proposal are foundational pillars the Program must be built upon and knowing that this may evolve over time; and

WHEREAS the Royal Victoria Regional Health Centre Executive Committee of the Board of Directors directs the President and CEO to assume no more than 60 additional orthopedic trauma cases annually unless additional funding is received from the Ministry of Health and Long-term Care; and

WHEREAS the Royal Victoria Regional Health Centre Executive Committee of the Board of Directors directs the President and CEO to work towards the development of a regional orthopedic patient registry, prioritization of high acuity, time sensitive orthopedic cases and development of a governance structure for the integrated LHIN-wide MSK Program; and

WHEREAS the Royal Victoria Regional Health Centre Executive Committee of the Board of Directors directs the President and CEO to ensure that any additional orthopedic elective cases

accepted annually related to the LHIN-wide MSK Program will be funded by the Ministry of Health and Long-term Care;

BE IT RESOLVED that the Royal Victoria Regional Health Centre Executive Committee of the Board of Directors accepts in principle the Notice of Intended Integration under Section 27 of the Local Health System Integration Act between Collingwood General Marine Hospital, Orillia Soldiers Memorial Hospital, and Royal Victoria Regional Health Centre, Muskoka Algonquin Health Centre, Georgian Bay General Hospital and NSM Community Care Access Centre with respect to a LHIN-wide orthopedic services plan.

- Executive Committee Report (Nov 1 13)* - *to be received*
- Governance Committee Minutes (May 22 13)* - *to be received*

The following motion was *duly moved, seconded and carried*:

WHEREAS the Governance Committee acting in the nominating capacity recommends the appointment of Mr. Jeffrey Scott to complete the two years remaining of the Past Chair's term;

BE IT RESOLVED that the Governance Committee recommends to the Board of Directors the appointment of Mr. Jeffrey Scott with an end date of June 2015.

The following motion was *duly moved, seconded and carried*:

WHEREAS the Governance Committee acting in the nominating capacity recommends the election of Mr. Jake Arnold, Mr. Doug Frost and Mr. Michael Gleason;

BE IT RESOLVED that the Governance Committee recommends to the Board of Directors the election of Mr. Jake Arnold, Mr. Doug Frost and Mr. Michael Gleason for a first term with an end date of June 2016.

The following motion was *duly moved, seconded and carried*:

THAT the Governance Committee approves the pre-circulated 2013/14 Board and Committee work plans.

The following motion was *duly moved, seconded and carried*:

THAT the Governance Committee approves the pre-circulated 2013/14 Board and Committee work plans.

The following motion was *duly moved, seconded and carried*:

THAT the Governance Committee accepts the position descriptions as revised and accepts the recommendation to change them from policies to position descriptions.

- Governance Committee Report (Oct 23 13)* - *to be received*
- Joint Conference Committee Minutes (Apr 16 13)* - *to be received*
- Joint Conference Committee Report (Oct 8 13)* - *to be received*
- Medical Advisory Committee Report (Nov 26 13)* - *to be approved*
- Performance & Audit Committee Minutes (Sept 17 13)* - *to be received*
- Performance & Audit Committee Report (Nov 19 13)* - *to be received*

- Quality Committee Minutes (May 15 13)* - *to be received*
- Quality Committee Report (Oct 15 13)* - *to be received*

A discussion ensued around the Medical Advisory Committee (MAC) meeting report of November 26, 2013, with regards to the Code of Conduct dispute resolution process. It was noted that the report should read that the Chief of Staff shall appoint a panel to advise the Chief of Staff concerning the issue at question.

It was agreed that further legal advice will be sought regarding the appropriate inclusion of the MAC report on the board agenda, reviewed by the Governance Committee and brought back to the board in January.

The following motion was *duly moved, seconded and carried*:

WHEREAS the Board of Directors reviewed the November 26, 2013 Consent Agenda;

BE IT RESOLVED that the Board of Directors approve and receive the November 26, 2013 Consent Agenda as presented.

5.0 BUSINESS ARISING

No business arising.

6.0 CHAIR'S REPORT

The Chair provided a review of the July 31, 2013 Board Development Day (Orientation) Evaluation; the September 24, 2013 meeting evaluation; invited everyone to attend the Board and RVH Holiday Celebrations; and provided a Board Annual Signing – Code of Conduct update.

Thank You and Acknowledgements

The Chair thanked Rob Hall for attending Orillia Soldiers' Memorial Hospital special evening with patients, physicians and staff; Kirsten for attending the October LHIN Regional Governance Session; and Janice, Kirsten, Shari and Rob for attending the 2013 OHA Health Achieve.

The Chair noted that he had the pleasure of attending Studer's 'What's Right in Healthcare' conference in October where Janice and her team presented RVH's success story of 'Creating a culture of engagement and accountability'.

The Chair noted that Director Michael Smith has tendered his resignation on the RVH Board of Directors at the end of the Board year in June 2014 and as such the Governance Committee will begin the recruitment process.

Influenza Update

The Chair noted that to ensure patients and staff are safe, RVH has revised its immunization policy and procedure to be in line with OHA Best Practices and encourages all staff, physicians and volunteers to be immunized. If they chose not to, and there is widespread influenza activity in the community, anyone, including board members, who is not immunized must wear a mask while on hospital grounds.

Michael Gleason was excused from the meeting at 5:30 pm.

7.0 CEO REPORT

A detailed CEO's report was circulated with the Board package.

My Care

The President & CEO noted that her report will now follow the *My Care* philosophy.

Drive Clinical Excellence

▪ *Bug Buster Video*

The Bug Buster video was viewed by the board and thanks were given to Corporate Communications for their production of this innovative video launched during Patient Safety week.

• *Advanced Cardiac Care Update*

The President & CEO provided an advanced cardiac care update noting that RVH continues to move this initiative forward, submitting a response to CCN / MOHLTC on non-capital questions; indicating that a second response is due March 31, 2014 including drawings and preliminary plans.

It was noted that policy advisors from the Health Minister's office visited RVH to learn more about the advanced cardiac proposal and toured the Imaging Department, Cardiac Care Unit and Cardiac Renal, plus shelled space. Elected representatives from Federal, Provincial & Municipal governments visited RVH for an annual update. They also toured the Cardiac Care Unit and Cardiac Renal including the shelled in space.

• *Quality Improvement Plan (QIP) Update*

The President & CEO noted there were significant reductions in surgical oncology wait times and wait times in ED (ER LOS complex – high acuity) and congratulated everyone involved to move this indicator to green.

Dr. Chris Tebbutt, VP, Academic & Medical Affairs provided an update of the Q2 Quality Improvement Plan (QIP1) indicators for 2013-14 noting that all results are very favourable, including hand hygiene compliance; C. difficile rate/1000 days; % ALC; "would you recommend"; and ED wait times.

Value People

• *Physician/Employee Engagement Results*

The President & CEO reviewed response rates from the 2013 Physician/Employee Engagement survey including tactics taken to increase improvements; reviewed the *My Care* strategic plan; and overall and engagement alignments/themes.

The President & CEO reviewed the 2011-2013 employee experience survey specific results and employee identified key drivers compared to OHA percentage scores; as well as the top five improved scores and customized questions.

Harry Hughes was excused from the meeting at 6:35 pm.

Dr. Chris Tebbutt reviewed the 2011-2013 percentage scores for the physician experience survey and physician identified key drivers; as well as the top five improved scores and customized questions.

A discussion ensued.

• *Awards & Recognition*

The President & CEO recognized the following award recipients:

- David Blenkarn Spirit Award received by Jean McGinley, long time RVH volunteer and former Auxiliary President.
- Hospital Auxiliaries Association of Ontario (HAAO) Award Recipients – Provincial Lifetime Membership received by RVH volunteers Betty Fyshe, Reg Bettam and Mona Taylor.

- Physicians Recognized by U of T, Department of Family & Community Medicine Awards received by Dr. Stu Murdoch (Teaching in the Family Medicine Clerkship (Community-Based)) Award and Dr. Brent Elsey (New Teacher Award).

- Walk in My Shoes

The President & CEO noted that RVH's Walk in My Shoes program provides employees an opportunity to shadow a fellow staff member, learn about the challenges of a different workplace setting and learn about the duties performed by a colleague in another department.

Foundational Success Factors

- 2013/14 Year to Date Financials

It was *duly moved, seconded and carried* to go in camera.

An in camera discussion ensued.

It was *duly moved, seconded and carried* to go out of in camera.

8.0 MATTERS REQUIRING DECISION

Values in Action

The Board Chair noted that in support of the *MY CARE* Strategic Plan and the new RVH Code of Conduct, the Values in Action poster is being signed by every team in the organization. The poster was developed to encourage ownership and buy-in for all staff, physicians and volunteers by identifying and defining what the values mean specifically to each team. These actions are the deeply-held values and expected behaviours for everyone who works, practices, volunteers and trains at RVH. RVH's Code of Conduct policy is based on these 'Values in Action'.

As a follow up to the September Board meeting, the Executive Committee met on November 1st and discussed specific actions relevant to the Board of Directors for each one of our values; Work Together, Respect All, Think Big, Own It and Care.

The Executive Committee recommends to the RVH Board of Directors approval of the Values in Action.

The following motion was *duly moved, seconded and carried*:

WHEREAS in support of the *MY CARE* Strategic Plan and the new RVH Code of Conduct, Values in Action posters are being developed throughout the organization to encourage ownership by identifying and defining what the RVH values mean specifically to each team as well as the expected behaviours for everyone who works, practices, volunteers and trains at RVH; and

WHEREAS the Executive Committee recommends the following actions for the Values in Action poster:

Own It

- I will come fully prepared to all board and committee meetings.
- I am committed to attending all board and committee meetings.

Respect All

- I will respect the confidentiality of the information provided at board and committee meetings.
- I respect the protocols of the board, recognizing the board chair as its official spokesperson
- I respect the divergent views of the respective board members.

Work Together

- I will participate fully in board and committee meetings.
- I understand my role as a director, recognizing the distinction between governance and management.

Think Big

- I will embrace and expand my understanding of governance best practices.
- I will work with my colleagues to demonstrate insight, foresight and oversight.

Care

- I will actively participate in board rounding.
- During governance deliberations, I will always keep the *MY CARE* philosophy in focus.

WHEREAS the Values in Action posters are specific to a particular team and have the most meaning for those specific individuals, it is recommended that the final Board Values in Action poster be located outside the Community Engagement Room;

BE IT RESOLVED that the RVH Board of Directors approves the Board Values in Action poster as recommended by the Executive Committee to be posted in the hallway outside the Community Engagement room.

9.0 MATTERS FOR DISCUSSION

Healthcare Standardized Mortality Ratio (HSMR) Update

The VP, Academic & Medical Affairs reviewed the HSMR methodology and interpretation; annual results; parameters and breakdown of current data; and actions/learnings and sharing of results with key stakeholders. It was noted that Clinical and Program Directors will analyze results and identify groups for quality of care improvement exploration.

A discussion ensued.

10.0 OTHER BUSINESS

Auxiliary Report

The RVH Auxiliary Report was pre-circulated for information purposes only. The Auxiliary President thanked Rick Horst and Janice Skot for attending the HAAO presentations at the OHA. In response to a question it was noted that the expansion of the Café Royale catering is internal only.

Foundation Report

The RVH Foundation Report was pre-circulated for information purposes only. A discussion ensued around donations for the Art Committee.

11.0 NEXT MEETING

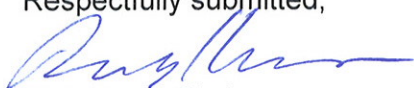
Tuesday, January 28, 2013 – David Blenkarn "I Believe" room 2C045.


11.0 ADJOURNMENT

There being no further business the meeting was adjourned at 19:42.

A session of independent directors (*without management or related directors present*) was held following adjournment of the meeting of the corporation.

Respectfully submitted,


Rick Horst, Chair


Janice M. Skot, Secretary

