

Chair: Kirsten Parker, Board Chair

Elected Directors:	Jake Arnold, Director	Harry Hughes, Director
	Doug Frost, Director	Douglas Jure, Director
	Michael Gleason, Director	Barbara Love, Director
	Rob Hall, Director	Michael O'Keefe, 1 st Vice Chair

Ex-Officio Directors:	Treva McCumber, VP, Chief Nursing Executive	Janice Williams, President, RVH Auxiliary
	Dr. Rob El-Maraghi, VP, Medical Staff	Janice Skot, President & CEO
	Dr. Kerstin Mossman, President, Medical Staff	Dr. Jeffrey Tyberg, Chief of Staff

Staff Resources:	Nicola Charity, Sr Admin Assistant, Recorder	Nancy Savage, Executive Vice President
	Suzanne Legue, VP Strategy, Communications	Val Smith, Chief Transformation Officer*
	Ben Petersen, VP, Chief Financial Officer	Dr. Chris Tebbutt, VP, Academic & Medical Affairs
	Wendy Sallows, Governance & Partnership Liaison	

Regrets:	Shawn Binns, Director	Eric Dean, CEO, RVH Foundation
	Charlotte Wallis, 2 nd Vice Chair	

Guests:	Award Recipients*	<u>PLMs</u>	<u>Physician Recognition</u>
	<u>Ministers' Medal:</u>	Pat Guergis	Dr. Christine Stewart
	Leah Bergstrom	Barb Hambley	
	Tracey Keighley-Clarke	Shirley Knapp	
	<u>Spirit Catcher:</u>	Kathy Parliament	
	Beth Willoughby	Janice Williams	

Dr. Stu Murdoch, Program Director Family Medicine Residency
Program & Academic Chief, Department of Family Medicine

**partial attendance*

1.0 CALL TO ORDER

The Chair called the meeting to order at 4:05 pm.

Quorum - There being two regrets, quorum was attained.

The Board Chair welcomed all board members and guests to the meeting.

2.0 SPECIAL PRESENTATION – Recognition Awards

The Board Chair recognized individuals throughout RVH who have been honoured with the following awards:

- Auxiliary Provincial Life Members
- Auxiliary Award of Distinction
- Minister's Medal
- City of Barrie Order of the Spirit Catcher
- Physician Recognition Award

The Board Chair and President & CEO congratulated all the award recipients and extended sincere thanks on behalf of the Board for their hard work and dedication.

3.0 APPROVAL OF AGENDA/CONSENT AGENDA/Declaration of Conflicts

Declaration of Conflicts - No conflicts of interest were noted.

The Board Chair reviewed the pre-circulated Agenda and Consent Agenda items and the following motion was **duly moved, seconded and carried**:

BE IT RESOLVED the Board of Directors approves the November 29, 2016 Agenda, including Consent Agenda, as presented.

4.0 QUALITY EDUCATION SESSION

CEO / COS Evaluation Process

The Governance & Partnership Liaison provided an overview of the CEO/COS evaluation process including Board roles and responsibilities, Executive Committee terms of reference, annual CEO evaluation process and the Chief of Staff evaluation.

5.0 CHAIR'S REPORT

The Board Chair reviewed the items in the folder.

September Board Meeting Evaluation

The Board Chair reported on the September board meeting evaluations. Members commented the meeting was timely, informative with good presentations. In response to a request for additional IT information, the Board Chair informed the Board that the IT Strategic Plan will be coming to the Board in January.

The Board Chair informed the Board that the first meeting for 2017/18 would traditionally occur in September, however this meeting has been scheduled October 10, 2017.

Board Rounding

The Board Chair thanked Board members for participating in Board Rounding in the Emergency Department and Surgery Program and provided an opportunity for members to briefly share one key *MY CARE* learning from the sessions. ED was commended for their successful relocation of acute and sub-acute in order to improve process efficiency. Surgery rounding in Endoscopy/Cystoscopy provided a valuable opportunity to speak with long time staff regarding their dedication and commitment to patient experience in a very busy department.

Thank You and Acknowledgements

The Board Chair extended appreciation and acknowledgements to board members who participated in the RVH IGNITE Research Day and OHA Health Achieve. Dr. Chris Tebbutt and team were congratulated for their contribution to a very successful 3rd annual RVH Ignite. In addition the Board Chair commented on the Health Achieve keynote speaker, Minister Hoskins speech and the governance sessions and excellent exhibits.

6.0 CEO REPORT

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

MY CARE

From Our Patients

The President & CEO read a letter received recently from close friends of a patient commending the exceptional and compassionate care she received at RVH. In addition, the CEO shared a recent heartwarming patient rounding experience and the kindness extended to this patient by RVH staff that went above and beyond, speaking volumes about *MY CARE* in action.

Angel Tree Lighting Ceremony

The President & CEO reported on the very special Angel Tree lighting ceremony, November 18, 2016 in honour of friends and loved ones. This is the 5th anniversary of the Angel Tree at RVH with proceeds supporting our Hearts and Minds Campaign.

Elected Officials Breakfast

The President & CEO reported on the recent elected officials breakfast hosting politicians from municipal, provincial and federal levels of government. This annual event provides us with the opportunity to discuss our regional health centre's current state, exciting plans for the future and answer any questions.

Drive Clinical Excellence

Minister's Announcement

The President & CEO reported on Minister Hoskins recent announcement of \$3.2 million annually in operating funds for RVH child and youth mental health program. This funding will enable RVH to move to the next stage in the capital process beginning construction in 2017 on an eight-bed inpatient unit.

In addition, the President & CEO reported that RVH received provincial government approval to go to tender with prequalified vendors for construction of the advanced cardiac care program. In early 2017, RVH will award the contract to begin construction with hopes of providing specialized heart procedures for patients throughout the region in late 2017.

Clinical Priorities Update

Child & Youth Mental Health

The Executive Vice President provided an update on Child & Youth Mental Health outlining the status of the current projects and projects starting this month including Outpatient Services-operational and paediatric team readiness and Meditech/IT systems. The program has recently recruited a Child Psychologist, Child and Youth Social Worker and Manager.

The Vice President, Academic & Medical Affairs reported professional staff recruitment remains a challenge but we continue to recruit on a provincial, national and international level. Recruitment and retention remains a top priority with interim strategies being explored.

RVH continues to work diligently with the NSM LHIN and MoHLTC to overcome current challenges and move this project forward.

Discussion ensued.

In response to a question, the VP, Academic & Medical Affairs reported that while RVH is currently recruiting for an in hospital child psychiatrist, we are considering other models.

Advanced Cardiac Care

The Executive Vice President, provided an update on Advanced Cardiac Care, outlining the status of the current projects including newly completed projects and project revisions. Recruitment is ongoing for a physician leader with support from Southlake in the interim. The EVP reported on a very positive meeting with Cardiac Care Network with a follow-up meeting schedule for spring 2017.

Health Quality Ontario – ED Report

The Vice President, Patient Programs & CNE provided an update on the highlights of the *Health Quality Ontario (HQO) Emergency Department Performance in Ontario* report. HQO is a provincial advisor on quality in health care. A key component of their work is setting quality measures. Despite the report indicating Ontarians appear satisfied with emergency care, our current aging population, patient acuity and population

growth continue to negatively affect emergency departments province wide. The VP, Patient Programs & CNE reviewed mitigation strategies RVH is implementing to address high patient volumes in ED and overcrowding.

Discussion ensued.

In response to a question, the ambulance offloading process was reviewed and RVH is consistently improving offload times working towards the target.

In response to a question, utilization of the emergency department versus urgent care clinics was discussed in addition to Canadian Triage and Acuity Scale (CTAS) levels and their use as patients move through triage.

ED Performance Indicators

The Vice President, Patient Programs & CNE provided a pre-circulated Emergency Department overview highlighting the status of 8 projects and the performance scorecard. To date, preliminary findings based on the change management process has shown improvements in wait times, physician initial assessments and "left without being seen".

Value People

Employee & Physician Engagement

The President & CEO and Vice President, Academic & Medical Affairs reported on the pre-circulated Employee and Professional Staff Engagement Survey 2016. The Excellent Care for All act requires employees and professional staff are surveyed biannually and this took place at RVH in September 2016. The National Research Corporation Canada (NRCC) administers the completely confidential survey on behalf of RVH. 75% of RVH employees and 48% of professional staff completed the survey with an overall response rate of 59% higher than the provincial average. Engagement scores are consistent with scores in healthcare across the province.

The President & CEO and VP, Academic & Medical Affairs provided a fulsome overview of survey responses including "what is working well" and "opportunities for improvement". Leaders and their teams will review their team survey results and develop action items aimed at improving their work environment. RVH is committed to developing strategies that enable our employees and professional staff to live our *MY CARE* philosophy with every patient every day.

Discussion ensued.

In response to a question, the President & CEO confirmed staff are welcome to review their personnel file in HR at any time. Open and honest communication is encouraged at all levels to ensure staff feel valued and to continue to build trust throughout the organization.

In response to a question, the VP, Academic & Medical Affairs stated that while Ontario physicians are currently in negotiations with the Ministry of Health, this does not affect their dedication to the organization and to the care of their patients.

Foundational Success Factors

2016/17 YTD Financial Update

The Vice President, Corporate Services & CFO reviewed the pre-circulated 2016/17 financial statements as at September 30, 2016 including revenues, expenses, program pressures and statement of financial position. RVH is currently in a surplus position, but leaders continue to implement action plans in programs with negative pressures.

In addition the VP, Corporate Services & CFO reported our weighted cases are currently lower than anticipated and we are working on strategies to mitigate this.

2017/18 Operating Budget

The Vice President, Corporate Services & CFO provided a pre-circulated status report on the 2017/18 Operating Budget. A very comprehensive report was reviewed and discussed at the Finance & Audit Committee meeting November 22, 2016. The VP, Corporate Services & CFO reviewed the budget timeline, summary of pressures including inflationary pressure, strategic investments and net revenue pressures and areas of risk. In addition, suggestions received from staff and physicians across the organization in the “/ *have an Idea* Campaign” were reviewed. This campaign received a resounding response with a great number of innovative ideas.

7.0 MATTERS REQUIRING DISCUSSION

Quality of Care Update

The Vice President, Patient Programs & CNE provided a Quality of Care update regarding end of life care and donation after cardio-circulatory death (DCD). Following a comprehensive review initiated in 2014, all recommendations have been implemented, staff have received training and RVH is ready to relaunch DCD December 2016.

8.0 MATTERS REQUIRING DECISION

Board Recruitment

The Chair, Governance Committee reported on the applications received by the committee for consideration. The committee is recommending two candidates for appointment to the Board.

Discussion ensued.

In response to a question, clarification was provided regarding the rights and privileges of a non-voting member.

It was ***duly moved, seconded and carried:***

WHEREAS there is currently one vacancy on the Board and two upcoming vacancies in June 2017;

WHEREAS the Governance Committee, acting in the Nominating *Capacity* recommends the appointment of Kimberly Matheson to fill the unexpired term of Jeff Scott effective January 2017; and

WHEREAS the Governance Committee acting in the Nominating Capacity recommends the appointment of Marilyn Booth as a non-voting member effective January 2017 with election to the Board as a full member in June 2017;

BE IT RESOLVED that the Board of Directors accepts the appointments recommended by the Governance Committee for Kimberly Matheson and Marilyn Booth effective January 2017.

Board and Corporate Policies

The Vice President, Corporate Services & CFO reported on the pre-circulated policies reviewed in detail at the Finance & Audit Committee and Governance Committee meetings.

It was ***duly moved, seconded and carried:***

BE IT RESOLVED that the Board of Directors accepts the recommendation of the Governance Committee and approves the RVH Approval Authority Policy, RVH Travel & Business Expense Policy and RVH Procurement Policy and retirement of Board Delegation of Authority Policy and

Board Change Orders, Change Directives & Cash Allowances Approvals Policy effective January 1, 2017.

Auditor RFP Process

The Vice President, Corporate Services & CFO reported on the pre-circulated Request for Proposal for Auditors – Fiscal 2017/18. RVH's current auditors Deloitte LLP were engaged by RVH beginning Fiscal Year End 2012/13 following an RFP. It is good business practice to "go to market" for such services at least every five years to ensure competitive pricing and value for monies spent.

In preparation an Evaluation Committee has been established to draft and post the RFP in January 2017, evaluate and shortlist, and provide a recommendation in May 2017. Board member, Rob Hall has volunteered to sit on this committee.

It was **duly moved, seconded and carried:**

WHEREAS Deloitte LLP has been our auditor of record since 2012/13 and auditing best practice is to put forth a Request for Proposal (RFP) every five (5) years;

BE IT RESOLVED that the Board of Directors accepts the recommendation of the Finance and Audit Committee to issue an RFP for auditing services beginning in fiscal 2017/18.

Medical Advisory Committee Report

The Chief of Staff provided an overview of the pre-circulated Medical Advisory Committee report. The Chief of Surgery recruitment is ongoing, however, a potential candidate has been identified for consideration at the upcoming Department of Surgery meeting. The Board will receive an update at the January 2017 meeting.

In response to a question, the Chief of Staff provided further clarification regarding temporary privileges.

Physician Credentialing

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

In camera discussion ensued.

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

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

BE IT RESOLVED that the RVH Board of Directors accepts the recommendation of the Medical Advisory Committee and approves the Physician Credentials as presented in the November 29, 2016 Medical Advisory Committee Report.

9.0 OTHER BUSINESS

RVH Auxiliary Report

In addition to the pre-circulated report, the President reported on the Auxiliary's Christmas Luncheon and the upcoming cheque presentation to the Hearts & Minds Campaign in January 2017.

RVH Foundation Report – circulated for information only

The President & CEO reported that the RVH Foundation has surpassed their full year revenue target for 2016. The Minister of Health's visit has increased awareness in support of the Hearts & Minds campaign and there are a number of upcoming events to look forward to.

10.0 NEXT MEETING

Regular Meeting

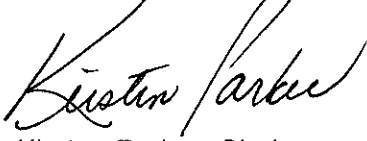
Tuesday, January 31, 2017

11.0 ADJOURNMENT

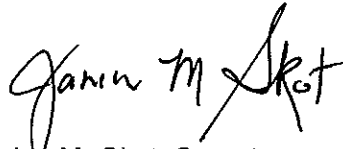
There being no further business the meeting was adjourned at 7:15 pm.

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

Respectfully submitted,



Kirsten Parker, Chair



Janice M. Skot, Secretary